

Milton Friedman

Two top seers turn bearish on the stock market

George Gilder on new frontiers in communications

May 27, 1991 Four Dollars

Forbes

WHAT 800 CEOs MADE LAST YEAR

Steve Ross made
\$78 million last
year. He's in the
entertainment
business.



IT



Jack Welch made
a 16th of that.
He runs a highly
complex high-tech
company.

DOESN'T MAKE SENSE

439338



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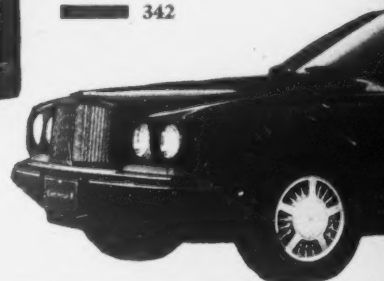


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Cover photos by S. Allen/Gamma-Liaison (left); Jacques Chenet/Woodfin Camp (right)

Forbes

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Making polluters pay

SIR: FORBES reported that left-leaning environmentalists are transforming their policy prescriptions from command and control regulation to making polluters pay ("Shaking the invisible hand," *Apr. 1*). Pollution is analogous to trespassing. Enforcing property rights is a better means to protect the environment than imposing pollution taxes. Requiring polluters to acquire the consent of the owners of the property they damage would also make polluters pay. But unlike a tax, the amount would be chosen to suit each particular circumstance, and the payment would go to the victim of the pollution.

—DAVID W. CRAWFORD

Visiting Fellow

*The Competitive Enterprise Institute
Washington, D.C.*

Agents respond

SIR: Re your cover story "Be careful when you buy from Gerry Tsai" (*Apr. 15*). As a former general agent for one of the insurance groups under Sandy Weill's control, I have experienced firsthand his shortsighted axe in an area he knows little about. There is something to be said for diversification; however, there is most certainly something to be said for staying with the business you know best.

—THOMAS E. STANEK

Vice President

*National CU Services Inc.
Madison, Wis.*

Primera's
Sandy Weill



SIR: Our company is enjoying record success. Every single hour our people, in my office alone, replace ridiculously small policies with term insurance sufficient to assure financial stability and dignity to the family's survivors. Why must you show only negative points to the exclusion of the enormous good our company does on a daily basis? Cancel my subscription.

—VERN LACROSSE

National Sales Director

A.L. Williams

Windham, N.H.

A money master still

SIR: Has John Templeton "lost his touch" ("Templeton falls off the mountain," *Apr. 15*)? He prospered by investing in Japan and leaving early. The media speculated he had "lost his touch" as that market continued higher. Then the Japanese market crashed. Recently, he quietly told anyone (willing to listen) that small American companies were the greatest values in the world. The near panic buying in those shares during early 1991 produced phenomenal gains in the Templeton Funds he recommended. Bet against Sir John if you want. Not this guy.

—GARY MOORE

Senior Vice President

PaineWebber Inc.

Tampa, Fla.

Star wars

SIR: Come now. One well-executed campaign does not a five-star general make, let alone a six (*Fact and Comment*, *Apr. 1*). Our opponent this time was a third-rate country of 17 million people weary of an eight-year losing war, with inferior technology and the accumulated handicaps produced by life under an amoral despot.

—J.D. DEBBINK

Ann Arbor, Mich.

The meaning of success?

SIR: Re "Did Mickey shaft Kermit?" (*Apr. 29*). The last line, "Once again, Disney's Michael Eisner wins big," reminds me of a maxim—in effect, that success in wrongdoing is failure.

—ROSE P. ADDY

West Palm Beach, Fla.

Not so fast

SIR: Re Side Lines (*Apr. 15*). The nirvana that is supposed to break out by the economic unification of Europe is not scheduled for Jan. 1, 1992 but 1993. It is true that the politicians keep talking about 1992 because the wait seems shorter, but they mean Dec. 31 of that year.

—HERMAN BALIG

Rotheux, Belgium

Wrong number

SIR: Your Annual Directory of America's Largest Corporations (*Apr. 29*) reported erroneous sales figures for Medtronic.

—DICK REID

Corporate Public Relations

Medtronic, Inc.

Minneapolis, Minn.

The correct revenue figure for Medtronic is \$976.7 million. Our recalculated sales per employee figure is \$149,400.—ED.

Prediction

SIR: Re "Divestiture revisited" (*Mar. 18*), on competition coming to the local telephone monopoly. Our recent study concluded that by 1995 not only will the 22 largest cities in the U.S. have fiber-optic networks in their downtown business districts competing with the local telephone company but, in almost half these cities, there will be two such networks.

—R.G. TOMLINSON

President

Connecticut Research Report

Glastonbury, Conn.

Crossed wires?

SIR: In describing whether COMSAT might consider investing in direct broadcast satellites, I told FORBES there had been a miscommunication. I fear that the way the article (*Faces behind the figures*, *Apr. 15*) is written readers may incorrectly interpret it to mean there was a miscommunication between Bob Wussler and me. That was certainly not the case.

—IRVING GOLDSTEIN

Chairman

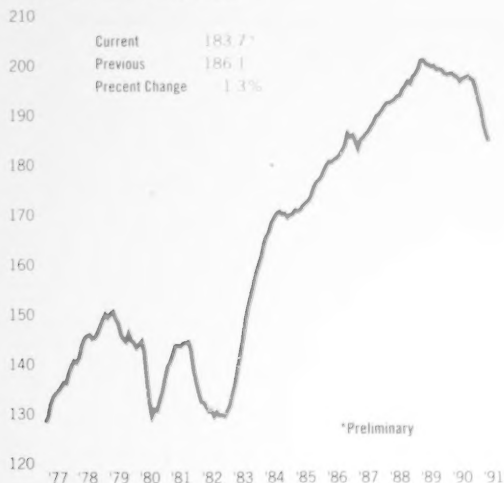
Communications Satellite Corp.

Washington, D.C.

THE FORBES INDEX

BY TIMOTHY DODMAN

The Forbes Index (1967=100)



At last, some good news. Consumer spending rose 0.6% in March, following a revised 1% gain in February. The April spending figure—due May 30—bears watching. Another positive sign is the drop in interest rates. The prime rate charged by many of the largest banks is now down to 8.5%. Declining adjustable rate mortgages should free additional spending money in the future. And the employment picture, though still pretty grim, shows signs of improving. The unemployment rate unexpectedly dropped to 6.6% in April, the first decline in 11 months.

Other key rates

Other key rates	Source	Status
Prime rate	Chase Manhattan Bank	8.5%
Auto sales year to date vs 1990 ¹	Ward's Automotive	-14.4%
Index of leading indicators Mar vs Feb	Dept of Commerce	0.5%
Trade balance 12 months ended Feb 1991	Dept of Commerce	-\$96 bil
All-commodity producer price index Mar vs Feb ²	Dept of Labor	-0.9%
GNP 1st quarter vs. 4th—annualized growth	Dept of Commerce	-1.6%
NBER Experimental Recession Probability Index ³	Natl Bureau of Economic Research	3.0%

¹ U.S. based manufacturers, excludes imports, as of 4/20/91.

² Wholesale goods. ³ March 1991.

Index components

The Forbes Index is a measure of U.S. economic activity composed of 8 equally weighted elements: Total industrial production, new claims for unemployment compensation, the cost of services relative to all consumer prices, new housing starts, total retail sales, the level of new orders for durable goods compared with manufacturers' inventories, personal income, total consumer installment credit.

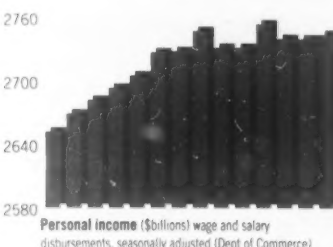
To measure these 8 elements, *Forbes* monitors 10 series of U.S. government data. The last 14 months' data for each series are presented below.



F M A M J J A S O N D J F M



F M A M J J A S O N D J F M



F M A M J J A S O N D J F M

In many ways, professional baseball is socialistic. Privatizing the game may be the only way to save it.

Major league socialism

By Norm Alster

IMAGINE AN INDUSTRY where employers surrender the right to set the salaries of workers with three or more years of service. Imagine salaries jumping more than 2,000% over 20 years to a point where one in three employees now earns \$1 million or more a year. Now imagine that only a handful of enterprises in this industry are prospering, with an ever-growing number running in the red. Finally, imagine a system where the rules are changed again and again to penalize the successful competitors in hopes that the weaker enterprises can stay in business.

The industry we're talking about is, of course, major league baseball, an enterprise that has much in common with socialist bureaucracy.

Everyone knows that players' salaries threaten to destroy the game. In 1970 the average major league baseball salary was \$28,000. Last year it was \$580,000. In 1991 more than 220 ballplayers will be earning \$1 million or more, and at least 32 players will earn \$3 million or more (see table, p. 146). Top take? Slender slugger Darryl Strawberry will make \$3.8 million this year playing for the Los Angeles Dodgers.

The players and their agents (who typically get 5% of those salaries) argue that the players are entertainers, and should be paid like television stars. Indeed, gains in revenue from television contracts and from rising attendance have allowed some teams



Commissioner Fay Vincent and multimillionaire Darryl Strawberry
Television losses: a cloud on the horizon.

to prosper and others, like the Minnesota Twins, to hang on. Even so, says Major League Baseball Commissioner Fay Vincent, "8 to 10" of the 26 major league clubs lost money last season.

"In my judgment baseball is going to have a very severe time," predicts Houston Astros owner John McMullen, who is trying to sell his team (asking price: more than \$95 million). "People are going to be surprised at the losses that are taken. An extraordinary amount will be lost."

The men who own the teams are invariably successful business people. Why can't they run their teams with the same skill with which they manage their other interests? Because in baseball, observes John Harrington, president of the company that controls the Boston Red Sox, the owners find "the whole environment is so restrictive,

and their power is so limited."

Consider the insidious process of salary arbitration. Once a player has accumulated three years of service with a team, he can demand that his salary be set through a process of binding arbitration to which the owners must submit. "It's a nightmare," says the Astros' McMullen. "The players can't lose."

In arbitration, the club makes a specific dollar offer, and the player makes a specific demand. The arbitrator must choose one figure or the other; nothing in between, and nothing



How to get rich in baseball without really succeeding

CALIFORNIA Angels' first baseman Wally Joyner got off to a good start as a major leaguer and was earning a respectable salary of \$340,000 after two seasons. Joyner's performance has fallen off precipitously since then: After hitting 56 homers his first two years he's managed a total of just 37 in his last three. No matter. Joyner's salary this year will be \$2.1 million. Only in baseball can a player sextuple his salary despite steadily declining productivity.

Joyner's pay is the result of the salary arbitration process that puts the players in a can't-lose position in their negotiations with team owners. When players



Pete Incaviglia and Wally Joyner
Joyner's pay rises as his productivity falls; Incaviglia is priced out of a Ranger uniform.



like Joyner get a big raise, the stage is set for another player to demand even more. And movement is in only one direction because, in another one of those anachronistic baseball regulations, clubs are forbidden to cut a player's salary by more than 20% a year or 30% in two years—although owners can, of course, drop a player altogether.

Many clubs fear the arbitration process so much they "acquiesce and accommodate" the player to sign him without a hearing, says Tal Smith, who represents owners in arbitration hearings. Thus, players eligible for arbitration who come to terms with their teams before a hearing win raises that average a mere 77%.

Teams are also reluc-

tant to offend players with cuts or meager raise offers. "There are very few cuts that are tendered," says Smith. "I personally think that's a mistake."

It used to be unheard of for a talented young player to be released by his team, but the Kansas City Royals dropped an injured Bo Jackson this year, and the practice of dumping overpaid underachievers could catch on.

Consider Pete Incaviglia. Coming off a season in which he hit a pallid .233, the 27-year-old Texas Ranger outfielder demanded \$2.1 million in arbitration. Before his hearing came up, he settled with the Rangers for \$1.7 million. But just before the season started, the Rangers released him. Incaviglia now makes a reported \$500,000 with the Detroit Tigers—perhaps a sign that players have begun to price themselves out of their jobs. —N.A. ■

ing outside the owner-player bid-ask spread. The owners generally offer relatively high amounts, on the grounds that they don't want their bids dismissed out of hand. Last year the average raise when the player won in arbitration was 141%. When the team won, the average raise was still 110%. And each lavish arbitration award becomes precedent for the next hearing (see box, above).

What about those juicy broadcast rights fees the teams charge? National TV contracts were worth \$350 million last year. But both CBS and ESPN lost money on the deal. CBS reportedly asked for a rebate, which Fay Vincent has thus far resisted. Vincent acknowledges that network losses represent "a definite cloud on the horizon" of franchise revenues and, therefore, values.

The value of existing franchises already appears to be headed down-

ward. Last year the San Diego Padres were sold for an estimated \$75 million—slightly less than the Seattle Mariners had fetched the year before—yet San Diego has generally fielded better teams in front of much bigger crowds than Seattle draws. Twins owner Carl Pohlad sees the Seattle sale as "the peak" leading to a "definite trend downwards" that could trim franchise values by as much as 20%.

More ominous still: The teams that are suffering the most financially—teams in smaller cities—are pushing for new rules and regulations that could actually make things worse. These changes generally involve putting more spending restraints on the wealthier franchises, like those in New York, Los Angeles, Chicago and Boston. But a good measure of baseball's current problems derive from just such efforts to help weak teams by

penalizing strong teams.

As seen by owners of teams in smaller cities, the problem is that clubs in New York, Los Angeles and Chicago have much greater revenues. Chiefly, this is because the bigger teams receive more from local broadcast rights. The Yankees, for example, get around \$40 million a year from their TV deal with Madison Square Garden Network. The Twins, by contrast, get just over \$4 million for local media rights.

Such disparities allow the big-city franchises to pay big money for free agents. The wealthy Red Sox, for example, spent over \$25 million on free agent signings this winter. But the Sox have annual revenues of \$75 million or more and can afford their bulging payroll of more than \$35 million this year.

How to keep the poorer teams from being drained of talent by the

Losing by winning

IN THE PAST, professional sports team owners have had a way of crying about their teams' finances all the way to the bank (*FORBES*, Apr. 1). But Minnesota Twins owner Carl Pohlad produces figures showing that a lot of red ink really is mixing in with the crocodile tears these days.

Starting in 1985, Pohlad and Twins general manager Andy MacPhail built the club with modestly paid talent. This paid off in 1987, when the frisky Twins defeated the St. Louis Cardinals in the World Series. But then, egged on by their agents and other players, the Twins star players demanded multimillion-dollar contracts. The Twins obliged two (Kirby Puckett and Kent Hrbek), traded one (Frank Viola) and eventually lost two (Jeff Reardon, Gary Gaetti) to free agency.

Pohlad says the Twins could lose \$5 million or more this year. Payroll, which is still below the league average, comes to \$21.5 million. Insurance

for key players costs \$1.5 million. Running the club's minor league teams costs about \$2.4 million, with another \$2.3 million for about two dozen full-time scouts. More than \$2 million goes to the players' pension fund. Another \$12 million goes for travel, bats, balls, ushers, security, lawyers, accountants. Add to that net interest expense of \$2.6 million, and Pohlad anticipates 1991 expenses of around \$45 million.

Against that, revenues should total roughly \$40 million, according to Twins President Jerry Bell, including \$13.6 million from gate receipts and the \$14.4 million each ball club gets from the CBS and ESPN contracts. Local media contracts are worth \$4.2 million. Concessions pitch in \$2.8 million. Income from licensing (of, for example, the Twins logo to jacket and cap manufacturers), advertising and novelty sales comes to \$4 million.

Pohlad says the projected 1991 loss comes af-



Minnesota Twins owner Carl Pohlad

Modestly priced talent won him a World Series. With today's salaries he expects a \$5 million loss.

ter operating losses totaling nearly \$3 million over the last two years. Pohlad, a college dropout who made a fortune in banking and Pepsi bottling, says

he isn't in the game for the money. "I don't consider baseball a professional sport," he explains. "I consider baseball a family culture." —N.A. ■

wealthy teams? Baseball owners thought they had a solution last year when they proposed price controls, in the form of a salary cap. Players would receive a fixed share of baseball's gross revenues, and teams would be limited to essentially the same payrolls in distributing that sum to players. The big market Yankees and Dodgers, in other words, could spend no more on players than could the small-market Twins and Mariners.

But the salary cap idea was swiftly torpedoed by the players' union, the Major League Players' Association, which figured the cap would reduce

the players' bargaining power. MLPA Executive Director Donald Fehr succinctly outlines the MLPA's negotiating philosophy: "The players aren't going to accept less."

With the salary cap idea shelved, some team owners have been floating a plan that would simply require all teams, rich and poor alike, to throw their local media revenues in a pool to be evenly divided by all. From each according to his audience, to each according to his need. But this is so radical, divisive and legally dubious that it has never come up for an ownership vote. "It's socialistic," says

the Red Sox's Harrington, "very demotivating." And very much in baseball's recent tradition.

Like other professional sports, baseball rewards the weakest teams with first crack at the young talent coming out of high school and college each year. Moreover, teams that sign free agents (often the wealthier teams) generally lose top draft choices.

Weaker teams further benefit from the rules in sharing gate receipts and local cable money. This results in a net outflow of revenues for teams that draw relatively large crowds and have relative-

ly lucrative cable contracts. The Red Sox, for example, paid out \$2 million more than they took in last year under this program.

The problem, and it is growing critical, is this: While owners try to make the game fair for smaller teams like Milwaukee and Cleveland, they often overlook the point that teams in New York and Los Angeles have powerful revenue streams for the simple reason that they have more fans. As Paul Bortz, a television and professional sports consultant, observes, the highest television ratings will generally go to "a big-market team that's doing well." At a time when baseball is getting more than \$350 million a year from television contracts that are moneylosers for the networks, any plan to force revenue sharing among teams penalizes big-market teams, their fans—and media patrons—could backfire.

Is there no way to help the weaker teams without hurting the stronger clubs? There is. Let team owners sell their players on the open market. As free agents, players can sell themselves to the highest bidder. Why not let the owners in on the game? But thanks to an anachronistic rule, owners are in effect barred from buying and selling players. Here's why:

In 1976 the Oakland Athletics' maverick owner, Charles Finley, alert to the early signs of salary inflation, began selling off his high-priced stars. He announced the sale of Joe Rudi and Rollie Fingers to the Red Sox and of Vida Blue to the Yankees.

Not so fast, ruled Bowie Kuhn, then baseball commissioner. Fearful that poor teams would begin auctioning off their player assets, Kuhn ruled that players could be sold for no more than \$400,000 cash.

That was quite a bit of money in 1976, when Reggie Jackson earned \$140,000. Today it's less than many journeyman players make in a year. But astoundingly, Kuhn's \$400,000 cap still stands. Even if the cap were simply adjusted to reflect player salary inflation, it would now be likely to

Most valuable players

Player/team	1991 salary (\$mil)	Length of contract (years)	Total package (\$mil)
Darryl Strawberry/Dodgers	\$3.80	5	\$20.2
Will Clark/Giants	3.75	4	15.0
Kevin Mitchell/Giants	3.75	4	15.0
Joe Carter/Blue Jays	3.67	3	9.2
Mark Davis/Reds	3.63	4	13.0
Eric Davis/Reds	3.60	3	9.3
Willie McGee/Giants	3.56	4	13.0
Mark Langston/Angels	3.55	4	12.8
Dave Stewart/Athletics	3.50	2	7.0
Jose Canseco/Athletics	3.50	5	23.5
Tim Lincecum/White Sox	3.50	3	10.5

Before 1990, there were no \$3 million-a-year players. Nowadays to be among the top ten requires a cool \$3.5 million paycheck.

exceed \$4 million.

This past winter it was not unusual for a team to pay \$10 million to \$12 million a pop to sign free agents. That's great for the players and their agents, but it did nothing for the teams that had developed the talent in the first place.

Think what would happen if that anachronistic Bowie Kuhn cap were abolished and club owners received the right to realize cash value for their stars *before* the stars were let loose on the open market. Then a weaker team that had done well in the player drafts could sell its fading stars to a rich team, and use the proceeds to sign less expensive but promising players. In other words, removing that old Bowie Kuhn cap on player sales would be the most elegant way to allow weaker teams to participate in the strong cash flow of big market free spenders, without hamstringing the rich teams that are baseball's breadwinners.

As for the old chestnut that cash transactions would allow strong teams to buy top talent, so what? This is precisely what rich teams do with free agents anyhow. If the Red Sox can spend \$25 million on free agents during the off-season, what would they pay in the heat of a pennant race to buy a veteran that a weak team may eventually lose to free agency anyway?

In any event, the fear of rich teams' buying their way to greater glory is probably exaggerated. Former New

York Yankees managing partner George Steinbrenner proved that no amount of money can ensure competitive success. Steinbrenner spent tens of millions to buy more than 30 free agents between 1982 and 1989, including Don Baylor, Jack Clark and Pascual Perez. They won no championships during this period; last year the Yankees actually finished dead last in their division.

Meanwhile, several teams built with home-grown young players have flourished. The 1987 World Champion Minnesota Twins, the 1989 Baltimore Orioles and last season's World Champion

Cincinnati Reds and National League East Champion Pittsburgh Pirates are cases in point.

There are other avenues to alleviating the plight of the weak teams that the sport's owners can explore. One possibility would be to expand the playoff format to include more teams and, of course, increase TV revenues. Another would be to demand more money from the superstation broadcasters, whose signals are picked up and redistributed via satellite across the country. Paul Glist, a partner with a Washington, D.C.-based law firm that specializes in cable and communications, says owners are concerned that superstation broadcasts could be cutting into local baseball audiences, thereby diminishing the value of local media rights to many ball clubs. Baseball derives some revenue—probably less than \$40 million—from the superstations, but some owners think these rights could be worth \$200 million or more a year.

But the simplest and most promising reform is to eliminate the restrictions on player sales—or at least index the \$400,000 cap for players' salary inflation. A system that allows big teams to spend their money in any way they see fit makes a lot more sense than devising rules that take from the rich and give to the poor. The players have earned freedom of movement. The owners now need the freedom to move them.

Has the system of incentive pay for chief executives turned into a giant pork barrel? In many cases the answer is clearly yes. In others, no.

Incentivize me, please

By Dana Wechsler Linden with Vicki Contavespi



GENERAL DYNAMICS Corp. Chief Executive William Anders was just voted a new incentive option package that has earned him nearly \$4 million in paper profits since February. In addition, if the company's stock rises \$10, he'll get a bonus equal to double his \$800,000 salary.

What's wrong with that? Lots of things. The defense contractor had a loss of \$578 million last year; and the company just announced it's going to lay off 27,000 workers. Its common stock sells for under half what it did a few years back.

How about this: Time Warner's Steve Ross raked in \$78 million last year at a time when the entertainment company is struggling in the red to work off a debt of \$10 billion incurred in a merger that may or may not work out well.

Contrast these cases with General Electric's. The company earned well over \$4 billion last year on revenues of \$58 billion, and its stock currently sells close to its alltime high. The company is, by general agreement, superbly managed. Its chairman, John F. Welch, isn't exactly suffering, but his earnings last year were modest in terms of his company's sales, earnings and general progress. His total take, before taxes, merely equaled the profits GE earned in a few hours. And dozens of other chief executives did magnificent jobs for far less even than that.

In short, the overall system of executive compensation doesn't make a whole lot of sense in terms of who gets how much for doing what. It isn't that great chief executive officers aren't worth a lot of money. They are. The problem is: Why do their compensations vary all over the lot and bear so little relation to current accomplishments? Institutional shareholders, some innovative thinkers in compensation planning—and even some top executives—are getting fed up. They are beginning to wonder if some of the old rules shouldn't be changed.

For years, prevailing theory had it that business managers would produce more if more of their pay were at risk, dependent on their personal performance. The buzzword "pay-for-performance" has rolled enthusiastically off the tongues of compensation professionals, chief executives and business journalists for over a decade.

The result is a self-serving jumble that makes little sense.

Who decides what the boss makes? Most big corporations have compensation committees composed of board members, often outside board members and always excluding the boss himself. However, it is not unusual for chief executives to sit on one another's compensation committees—one can wonder whether they approve increases for their friends in the hope the favor will be returned. The expensive pay consultants hired often find themselves in the compromising position of being paid by the people whose salaries they are supposed to assess. Can you imagine such a consultant telling the boss: "You had a lousy year and laid off thousands of people; we recommend you take a 50% pay cut. No, make it 60%."

But now the first cracks are beginning to appear in this fortress. People are asking such questions as: Is the incentive pay system just a cover for boosting the boss' pay? Why should the boss not take a pay cut when he is laying off workers and reducing dividends?

In the Japanese-language version of the controversial book he co-wrote, *The Japan That Can Say No*, Sony Chairman Akio Morita writes, "The income gap between American and Japanese business executive is astounding." He goes on to complain that American bosses are rarely fired when they manage badly but are usually given golden handshakes. He charges: "So [in the U.S.] even though the corporation may stall or crash, the [chief] executive is equipped with his 'golden parachute' and is thereby guaranteed to land safely and comfortably." Morita describes this as an "outrageous system." More and more

Stern Stewart
& Co.'s
Bennett Stewart
**Depower the
chief executive,
empower the
ranks by doing an
internal LBO.**





Willard's getting ready to "take a bite."

Incentive plans are "the cause of our decline."

Americans are coming to agree.

■ General Motors, for example, is considering modifying its entire management pay and appraisal system. It wants to put more money into regular paychecks and less into bonuses. The idea is less connection between annual performance appraisal and pay. In the past, if executives have not been particularly high, bonuses made the difference in the full year's take.

■ Campbell Soup Co. is going in a similar direction. It has decreed that bonuses will no longer be based on any individual's performance. Previously, any executive earning \$175,000 in base salary could have collected a \$150,000 bonus if he were rated a superstar. Now bonuses will be tied solely to the company's and divisions' performance.

"We gain or lose market share as a total company, not a collection of individuals," says Sandy Armstrong, the company's top compensation executive. "How stars can't do it by themselves."

■ The big railroad, CSX Corp., has a different approach. Its stockholders have just approved a plan under which double-trigger vesting will be used to stock options a company buys for 95% of the purchase. The other 5% will come out of the executives' pockets—among their cost-of-living stock awards in the company. This is more of a traditional stock option, and those had no double-trigger.

Weyerhaeuser's dilemma is, however, one "something that money has determined to be an ill" Chrysler Corp.'s proxy states that its executives are paid according to an

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Incentive Compensation Plan and a Stock Unit Incentive Program.

Fair enough. But Chrysler earned only \$68 million, down 80% from 1989, and saw its stock price crumble from \$20 to \$13. Accordingly, Chairman Lee Iacocca's salary and incentive plan payments amounted to just \$1.1 million last year—not a big sum for running and keeping afloat a huge business. But then Iacocca negotiated himself a side deal. For agreeing to remain at Chrysler through Dec. 8, Iacocca will get 315,000 shares of common stock, now worth some \$4.1 million, as well as options to purchase another 720,000 shares. Plus, the company bought Iacocca's two homes "to make it possible for him to continue to devote his full time and attention to Chrysler business."

Keeping the highly visible and popular Iacocca at the helm is undoubtedly important for the struggling company, but it's the kind of deal that infuriates workers and suppliers, and executives asked to tighten their belts. At best, the deal was terrible public relations.

Or take the case of ITT, which paid its chief executive, Rand Araskog, \$7 million last year. Last year ITT's profits plunged 67% in the fourth quarter and were up only 4% for the year as a whole—after a one-time \$640 million boost from selling a piece of its stake in Alcatel. Some of ITT's institutional stockholders yelled "foul."

The present system encourages deals that add bells and whistles to the boss' pay. After studying 955 companies, Berkeley professor and former consultant Graef Crystal claims the more incentive plans a chief executive has, the more he gets paid. Those with no long-term incentive plans are paid 30% below average. Those with one long-term incentive plan are paid about average. Those with three incentive plans are paid 65% above average.

So, the trend is to more than one plan. "The CEO who has an apple says he wants an orange, and then he wants a banana, and he has all three," says Crystal. No surprise here: If apples aren't hot this year, bananas will be.

And the standards for the quality of the oranges and bananas are sometimes set conveniently low. Princeton, N.J.-based compensation consultants Sibson & Co. found that for the 50 cash bonus plans they looked at, performance targets were so low that they were met or exceeded in 90% of the cases. There is absolutely no evidence that meeting these artificially set goals improves long-range corporate performance.

Should executives put themselves in the position of setting targets for one another? American Express' James Robinson III and Bristol-Myers Squibb's president, Richard Furlaud (who resigned on May 7), have sat on each other's compensation committees since 1989.

Robinson recuses himself from discussions about Furlaud's pay. Other boards have similar safeguards. But the fact remains these relationships (see chart) present at minimum the appearance of conflict about an issue shareholders have a big stake in. Even those directors who aren't on compensation committees still have a say in pay matters—which typically require the whole board's approval.

Another addition to these fruit salad deals is post-retirement pay disguised as consultant salaries. Compensa-

tion expert Crystal claims he overheard the following conversation between two corporate directors. "So what are you doing these days?" "I'm still a consultant to my company. I'm a sexual consultant." "What do you mean?" "Well, when they signed me up for this deal they said, 'If we want any of your #&\$@ advice, we'll call you.'"

Is there a better way?

Americans are paying close attention these days to the management practices that have made Japanese companies so successful. Most Japanese corporations pay the boss a salary and a bonus that is essentially deferred salary—it hardly varies from year to year. More than one Japanese business leader has scoffed at the American system. Here's



Strange boardfellows. Can they fairly represent shareholders on pay issues?

what one said to a FORBES reporter recently: "Your companies lay off workers and close plants, then give the boss a raise. Why shouldn't the boss take a cut or get laid off when things get bad?"

W. Edwards Deming knows a lot about the Japanese system. He almost invented it. He is credited with teaching the Japanese about quality after World War II and playing a major role in that country's economic ascendance. Still active at age 90, Deming argues that the American system of executive compensation is aimed at rewarding bosses rather than at producing well-run businesses. He says incentive systems lead employees to focus on narrow, numerical goals, rather than the long-run good

of the company. The incentive systems destroy teamwork, making co-workers competitive. Performance rankings are demoralizing, especially since performance is impossible to measure. Deming (*see box, p. 212*) argues that people are not primarily motivated by money, but by self-esteem, dignity and love of learning.

Deming would pay every employee—right up through the chief executive—a straight salary or wages. Those in the same job would be paid roughly the same; some differences would be created by seniority, since everyone would get annual raises. Those raises would be uniform, not based on merit. Such a system, he argues, would encourage teamwork rather than encourage superstars.



The one acceptable bonus plan to Deming is profit-sharing. But every employee would get an equal share. The chief executive getting the same bonus as a factory worker? "Well, why not? Certainly," says Deming, looking astonished by the question.

How would people be rewarded? Some would be promoted, which would bring a hike in pay. Exceptionally poor performers would be transferred into new jobs.

But how would that really work? A New York-based consultant recalls a project he did for the American branch of one of Japan's top banks last year. One day he met with the bank's president in a conference room overlooking Wall Street. The president wanted help setting appropriate bonuses for three Americans on his staff.

Each of the officers earned around \$100,000. An American bank, the consultant said, would give them bonuses of \$30,000, \$20,000 and \$0. The Japanese

looked alarmed and said he wasn't "comfortable making such big distinctions." He gave them bonuses they would get in Japan: \$14,000, \$14,000 and \$13,000.

But does such a system encourage shirkers and incompetents? Hardly. Later, the contract of the officer who got \$13,000 was simply not renewed.

Some people think Deming is wrong in believing his ideas will be accepted here; the American culture is too rooted in the tradition of individualistic, economic motivations. Of all Deming's teachings, those on pay are "the most iconoclastic, the least accepted," says management consultant Peter Scholtes, a Deming disciple.

Scholtes is probably right. Still, we could move closer to the Japanese way. Some American companies already have. Robert Geiger, 45, a general manager of Nashua Corp., was brought in three years ago to turn around the ailing, \$70 million (1990 sales) masking and duct tape division. He is trying to apply Deming's teachings.

In January Geiger took all of his salespeople off commissions. Before, an average salesperson at Nashua Tape made about \$60,000—\$40,000 in salary and \$20,000 in commissions for hitting targets. Now they make the same total pay, but all in salary. "I buy Deming's whole philosophy of win-win, cooperation instead of competition," says Geiger. "And I agree that money is not a motivator." An elated Geiger crows that for the first time Nashua Tape's sales are growing faster than the tape market as a whole.

As a general manager of the parent company, Geiger makes a salary of \$140,000 and a bonus, if he meets division targets, that can reach \$50,000.

"I've been hammering away at the corporate staff to eliminate those damn executive incentive plans," says Geiger. "Some of the things I do to maximize my bonus are not the best thing for this division."

Defenders of the incentive pay system argue that they want to encourage an entrepreneurial approach to running big companies and that the dangling of big money is what makes entrepreneurs run. Bennett Stewart, senior partner in New York consultant firm Stern Stewart & Co., believes in "the power of entrepreneurial motivation."

What does that mean? "Managers make the best decisions when they think as owners," he says. "I call it the Desert Storm principle. In this world of horizontal information, empower the ranks, depower the CEO. Pass the incentives down the ranks."

How do you make managers think like owners? One way, Stewart proposes, is to get lots of equity into managers' hands—but, like owners, the managers have to pay for it. CSX is trying the idea out with its deal for 140 top officers. The officers can buy company stock, using an interest-bearing company loan for 95% of the purchase price and their own cash for the rest.

Stewart's other approach is to link pay to a stiff financial measurement called "economic value added." That means tying managers' bonuses to the growth of profits—after deducting from profits the cost of the capital they've invested. Owners can't survive making investments that cost more in capital charges than they pay out in profits; why shouldn't managers be held to the same standard?

Under a different name, the measurement of economic value added originated at General Electric back in the

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1950s. Today, a number of companies, including Coca-Cola, pay bonuses based on economic value added.

Stern Stewart & Co. tries to persuade its clients to place no cap on bonuses. "If managers believe the sky is the limit, they will reach for the sky," managing partner Joel Stern wrote recently.

But reaching for the sky may be appropriate in small, startup entrepreneurial companies. It may not always be appropriate for giant corporations, which must compete

on a global basis and involve sometimes dozens of divisions. An IBM is not reaching for the sky. It is already there. Staying on top is as hard as getting to the top and requires taking as many risks, but the results are harder to measure for purposes of incentive pay, if not downright impossible.

One thing is clear: The current system, under which some people are paid in the tens of millions of dollars, even in the face of mediocre results, encourages little except cynicism. Cynicism among investors, among workers, among the general public.

"Pay is not a motivator"

YOUR INSTINCT is to take W. Edwards Deming with something of a grain of salt. He's clearly a zealot. Still, you want to listen when he blasts that incentive stock plans for chief executives are "the cause of our decline."

Dr. Deming, as he is known, is 90, and crusty to the point of imperiousness. He is also the man who taught the Japanese what they know about quality. In Japan he has been revered for decades, and winning the Deming prize is probably the greatest honor in business there. Only after Japan's success became painfully obvious did Detroit and the rest of U.S. industry come calling at Dr. Deming's door.

Now Deming's seven-day workweek includes teaching at both Columbia University and New York University every Monday; teaching monthly four-day intensive seminars to sell-out crowds of managers; consulting clients up to four days a week; and, if there's free time, speaking and writing.

Hard of hearing but with a sharp mind and a tongue to match, Deming alternately shouts in anger, smiles like a kindly teacher and commands a

reporter to write down a pearl of wisdom he just uttered.

A statistician with a Ph.D. from Yale, Deming built on statistical theories of quality control to develop a method of completely transforming a business into one directed at producing high-quality goods or services and delivering value to customers.

Though many people are familiar with some of Deming's ideas, few are aware that an integral part of his method is eliminating the pay-for-performance compensation plan that American business people swear by. His reasoning?

"You cannot measure performance. Performance cannot be measured," says Deming. "Merit pay is not merit pay. Differences may be caused by the system. It's rewarding the circumstances. Same thing as rewarding the weatherman for a pleasant day."

He has a point, and it's true for employees and companies: In a long bull market, nearly all stocks go up and managers with incentive pay matched to stock performance get rich. In a bear market, even the best corporate performance often fails to make a company's stock rise.

Thus, bonuses and merit pay increases can never be set fairly. "Ranking people is one of the evils.

You put it down there: demoralization.

"This country was built on cooperation," Deming says. "People could work as hard as they wished. They helped each other. Now they dare not cooperate. If I am inept on the job, I'm an asset to you. Helps you to get a better rating."

Deming argues that management by the num-



Dr. Deming speaks

bers sabotages the company by directing employees' efforts toward a few narrow goals. "The top salesman may be ruining the company," says Deming. "He gets higher commissions because he is selling a bigger machine than the customer needs. The customer finds out he does not need that machine. In the long run, the company gets a bad name."

But does what works well in Japan work equally

well in the very different American culture? Donald Petersen, former chief executive of Ford, has been a Deming disciple since 1980, but is a little bit wary. "I agree with him about the damage individual performance reviews can cause when you're trying to foster team effort," says Petersen. "But I don't take it from that to saying something is wrong with incentive pay. For example, stock ownership can be appropriate."

Deming disputes the conventional wisdom that Americans are chiefly motivated by economic rewards. Again he has a point: Few Americans are better motivated than members of the U.S. Marine Corps, but few people go into the Marines for money. Nor do most people go into the clergy for money. Nor does Paul Fireman of Reebok International work ten times as hard or ten times as well as, say, Charles Weaver of Clorox, even though Fireman is paid ten times as much (see tables starting on page 236). But in business, where the bottom line is making money for your company, you can't expect achievers not to want to run up high scores themselves. Between what works in Japan and what works here now there has to be a middle way. —D.W.L. ■

There were strange bedfellows among '1990's 25 best-paid chief executives. A sneaker importer, the architect of a high-tech turnaround and the boss of a Massachusetts bank. A Massachusetts bank? Yep.

Turnover at the top

By Steve Kichen and Eric Hardy



WHAT'S THIS? William S. Edgerly, chairman of a large Massachusetts bank, is one of the 25 highest paid on this year's list of chief executive compensation. But New England has been in recession for more than a year, and many of its banks are in deep trouble.

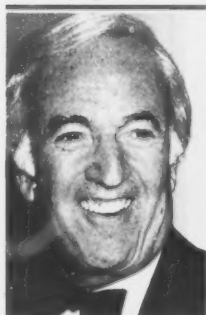
Yet Edgerly received \$6.5 million in total compensation last year.

How come? Management of State Street, the bank in question, managed to spare the bank from the worst effects of the local problems. Even so, there were special circumstances in Edgerly's case. A full 60% of his 1990

compensation came from the exercise of stock options granted years before, at lower prices.

Edgerly is not alone as a stock option multimillionaire. Over half the best-paid chief executives made it onto this list by exercising options, thus realizing long-term rewards

The top 10



1. Steven J. Ross
Time Warner
\$78.1 million



2. Stephen M. Wolf
UAL
\$18.3 million



3. John Sculley
Apple Computer
\$16.7 million



4. Paul B. Fireman
Reebok
\$14.8 million



5. Dean L. Buntrock
Waste Management
\$12.5 million



6. Israel Cohen
Giant Food
\$11.5 million



7. Martin S. Davis
Paramount
\$11.3 million



8. Michael D. Eisner
Walt Disney
\$11.2 million



9. G. Kirk Raab
Genentech
\$9.2 million



10. Joseph Williams
Warner-Lambert
\$8.8 million

The best-paid chief executives 1990

Company/Chief executive

	Stock owned market value (\$mil)	salary + bonus (\$000)	% change	Compensation other (\$000)	stock gains (\$000)	total (\$000)
Time Warner/Steven J. Ross ¹	\$	\$3,200E	-33%	\$17,757	\$57,156	\$78,113
UAL/Stephen M. Wolf	\$12.0	1,150	0	2,376	14,775	18,301
Apple Computer/John Sculley	16.2	2,199	-2	—	14,531	16,730
Reebok International/Paul B. Fireman	217.7	14,822	1	4	—	14,826
Waste Management/Dean L. Buntrock	113.8	1,582	17	2,777	8,096	12,455
Giant Food/Israel Cohen	83.9	1,213	-3	37	10,241	11,491
Paramount Commun./Martin S. Davis	54.9	3,646	-11	7,653	—	11,299
Walt Disney/Michael D. Eisner	45.0	11,233	17	—	—	11,233
Genentech/G. Kirk Raab	0.4	675	NA	196	8,308	9,180
Warner-Lambert/Joseph D. Williams	6.9	1,585	5	665	6,568	8,818
Sotheby's Holdings/Michael L. Ainslie	10.0	959	NA	—	7,696	8,654
National Medical/Richard K. Eamer	81.4	1,879	12	6,690	—	8,569
BHC Commun./Herbert J. Siegel	— ²	8,353	-39	18	—	8,371 ³
Reader's Digest Assn./George V. Grune	10.6	1,193	26	6,297	—	7,490
ITT/Rand V. Araskog	22.7	3,888	63	3,393	—	7,281
Merck/P. Roy Vagelos	33.3	2,092	-11	5	5,050	7,147
Eli Lilly/Richard D. Wood	20.5	1,781	31	971	4,379	7,131
City National/Bram Goldsmith	71.2	1,026	9	1,506	4,559	7,094
RJR Nabisco/Louis V. Gerstner Jr.	24.9	3,020	NA	4,053	—	7,073
US Surgical/Leon C. Hirsch	170.3	1,500	NA	5,571	—	7,071
Coca-Cola/Roberto C. Goizueta	144.5	3,142	15	1,656	2,190	6,988
Masco/Richard A. Manoogian	52.0	1,056	-2	2,477	3,391	6,924 [*]
Capital Cities/ABC/Daniel B. Burke	20.1	1,033	NA	116	5,584	6,733
State Street Boston/William S. Edgerly	11.8	953	15	1,551	4,013	6,518
Schering-Plough/Robert P. Luciano	1.2	1,694	12	1,311	3,482	6,487

*Prior year data. \$Less than \$100,000. ¹Office jointly held with N. J. Nicholas Jr. ²Indirect ownership through Chris-Craft Inds. ³Salaries paid by Chris-Craft Inds. E: Estimate. NA: Not available.

Most of these corporate leaders made this list through exercising stock options or through the release of restricted stock awards. But Paul B. Fireman of Reebok International and Michael D. Eisner of Walt Disney earned their eight-figure incomes in another way—through unusually handsome salaries and bonus payments.

from the appreciation of their companies' stock.

Take Israel Cohen, chief executive of Giant Food. Most of his \$11.5 million compensation in 1990 came from the exercise of stock options. Cohen hardly needed the money. He already owned \$74 million worth of Giant Food stock. But, seemingly, he didn't want to be left behind in the chief executive sweepstakes.

Apple Computer paid John Sculley \$2.2 million in salary and bonus in 1990 and another \$14.5 million from exercising stock options. If ever the reward was well earned, this one was. When Sculley, a former PepsiCo executive, joined Apple in April 1983,

Apple was undergoing a painful transition from a freewheeling entrepreneurial operation into a major corporation. Sculley engineered that difficult transition, and engineered it with rare skill.

As a group, these 25 top earners, including top-ranking Steve Ross, had combined compensation of \$302 million in 1990. That's big money in the absolute, but relatively small compared with the size and profitability of the companies, which earned a combined \$10 billion on combined revenues of \$133 billion. The total compensation amounted to just \$2.26 on every \$1,000 in revenues.



CORPORATE AMERICA'S MOST POWERFUL PEOPLE

The best-paid chief executives 1986-90

Company/Chief executive	Stock owned mkt value (\$mil)	Compensation	salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	5-year total comp (\$000)
Time Warner/Steven J. Ross†	5		\$3,200E	-33%	\$17,757	\$57,156	\$137,254
Toys 'R' Us/Charles Lazarus	\$1.9		5,277	19	16	—	91,095
Walt Disney/Michael D. Eisner	45.0		11,233	17	—	11,233	71,069
Reebok International/Paul B. Fireman	217.7		14,822	1	4	—	69,356
Chrysler/Lee A. Iacocca	5.7		1,137	28	3,131	—	49,197
Paramount Comm./Martin S. Davis	54.9		3,646	-11	7,653	—	37,680
Waste Management/Dean L. Buntrock	113.8		1,582	17	2,777	8,096	33,003
Apple Computer/John Sculley	16.2		2,199	-2	—	14,531	32,310
Reliance Group/Saul P. Steinberg	258.2		6,314	1	164	—	32,183
Masco/Richard A. Manoogian	52.0		1,056	-2	2,477	3,391	27,802
General Electric/John F. Welch Jr.	13.6		2,983	13	—	2,049	27,447
Coca-Cola/Roberto C. Goizueta	144.5		3,142	15	1,656	2,190	26,749
Anheuser-Busch Cos./August A. Busch III	37.4		1,738	19	25	—	25,667
Freight-McMurray/James R. Moffett	19.1		2,018	48	699	2,416	24,517
American Express/James D. Robinson III	15.3		1,798	-31	1,743	—	23,904
Ralston Purina/William P. Stritz	74.8		1,161	9	66	964	23,631
Merck/P. Roy Vagelos	33.3		2,092	-11	5	5,050	23,325
Great A&P Tea/James Wood	0.6		3,421	7	8	—	22,880
ITT/Rand V. Araskog	22.7		3,888	63	3,393	—	21,740
State Street Boston/William S. Edgerly	11.8		953	15	1,551	4,013	21,063
Bear Stearns Cos./Alan C. Greenberg	55.2		4,212	-7	—	—	20,979
Warner-Lambert/Joseph D. Williams	6.9		1,585	5	665	6,568	20,745
Philip Morris Cos./Hamish Maxwell	49.1		2,408	28	—	2,947	20,260
Torchmark/Ronald K. Richey	29.5		1,827	69	58	2,355	19,939
Giant Food/Israel Cohen	83.9		1,213	-3	37	10,241	19,044

Some 5-year compensation figures have been revised and updated since we published this information in our last issue ("Executive sweets," May 13). *Prior year data. †Less than \$100,000. ‡Office jointly held with N.J. Nicholas Jr. E. Estimate.

Over the past five years these 25 chief executives made more money than the heads of any other public corporations. As a group, they received a total of \$923 million in salary, bonuses, stock gains and other forms of compensation. Steven J. Ross of Time Warner had the best five-year total compensation: \$137 million.

Of the 25 chief executives who made the most in 1990, only 5 are repeaters from last year. Paul B. Fireman of Reebok International is again near the top of this list, with a take-home of \$14.8 million before taxes from salary and bonus. He has since renegotiated the contract that gave him these rich pickings, but he won't have to crimp his style of living. In return for renegotiating, the company gave him \$81 million (at current prices) of stock options in the importer of trendy sneakers. The options vest during the next five years.

Also back for another year on the top 25 list are Martin Davis of Paramount Communications, Michael

Eisner of Walt Disney, Herbert Siegel of BHC Communications and Roberto Goizueta of Coca-Cola.

Among last year's top earners missing from the list this year is Craig McCaw of McCaw Cellular, who in 1989 earned \$54 million, virtually all from stock gains. His compensation in 1990 dropped to \$209,000.

These wild swings in compensation, these apparent discrepancies in chief executive compensation among similarly sized companies, fuel the controversy on the subject. Even if the boss deserves every penny he gets, there are a growing number of people who don't believe he does.



Here are ten chief executives who run their companies very well and yet earn relatively modest compensation.

The underpaid: relative pain



WEEP NOT for the executives we write about below. All of them do quite nicely on what they earn. Harold Haverty of Deluxe Corp., for example, can live very comfortably in St. Paul on \$778,000. Tom Smith of Food Lion lives in rural North Carolina. His \$946,000 goes a long way there. That kind of money would guarantee solvency in Beverly Hills or Manhattan but wouldn't be enough for keeping up with the Wall Street and Hollywood Joneses. Nor would it generate the kind of wealth that puts one's name on university buildings.

The point of our list is relativity. Compared with UAL's Stephen Wolf (\$18.3 million) and even ITT's Rand Araskog (\$7.3 million), the executives who make our list of the 10 lowest paid appear in need of food stamps. Our 10 lowest have an average compensation of \$1.1 million, well below the \$12 million average of our top 25.

Our list is also one of achievements. All these chief executives have a solid record of performance equal to or better than that of the business in which they compete, while not being at the top of the pay scale in their industry. Put another way, they seem to be good bargains for shareholders.

Here's how we put the list together: We wanted the chief executive to have been in office for at least three years, or chief executive for two years with at least eight years at the company. The company had to have sales of at least \$1 billion and profits of \$100 million. Our finalists passed our tests for five-year growth in sales and profits and five-year average return of

equity. Finally we eliminated anyone who owned more than 10% of his company's stock, because major shareholder/managers are usually so rich they could take a pay cut to \$1 a year without giving up the yacht or the Thoroughbreds.

Harold Haverty

Every year, outside compensation consultants suggest that St. Paul, Minn.-based Deluxe Corp., the check people, do a little more for their chief executive, Harold Haverty.

The compensation committee will have none of it. Haverty's just fine, they say, at \$778,000. Which means that Haverty takes the honors as lowest-paid chief executive on our selective list of Forbes 500s executives with low compensation relative to corporate performance.



Last year's bonus: \$23,000.

"We've been tempted," says a member of the compensation committee who asked not to be identified. "We've had people telling us we ought to do this and that, and yet our fundamental position is, let's not tip the canoe." This despite the fact that Deluxe's ROE has averaged 27% over the past five years, while earnings climbed 13%, to \$172 million, last year over 1989.

Doesn't matter. While acknowledging that Haverty's salary is low relative to other companies and to his performance, the committee isn't about to chase the hyperinflation at work elsewhere. "It's just plain getting gross," says the same committee member. "People have become so greedy in this day and age."

How does Haverty feel about canoe tipping? He's not saying, declining a FORBES interview on the theory that it wouldn't serve Deluxe's shareholders. Like Deluxe's previous chief executives, Haverty, 61, rose steadily through the ranks, after joining up in 1954 as a stock clerk in the company's Chicago printing plant.

He does get a bonus. Last year it was \$23,000—tied directly to the company's profits. In line with Deluxe's egalitarian philosophy, every employee with the firm for at least five years gets a cash bonus tied to overall corporate performance rather than to individual performance.

Will this emphasis on group performance rather than individual stardom change? Not likely. Like Haverty's pay, the subject of incentive bonuses comes up every now and again. And it's always shot down. "We don't put a carrot on a stick and say you'll get an extra bonus if you knock yourself out and do something X amount better," says Chairman Eugene Olson. "We feel they'll knock themselves out anyway."

Apparently they do. —ZINA SAWAYA

Alex Grass

Like his drugstores, Alex Grass is basically no-frills. The chairman and chief executive of Rite Aid Corp. works ten hours at the office and another two to three hours at home each day. He even goes to work every Saturday morning. Not much time for hobbies or long trips.

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For all this, Grass, 63, made less than \$900,000 last year, putting him very much on the low end of chief executive salaries. He also owns \$140 million in Rite Aid stock, which suggests he could easily dispense with his salary completely and go fishing, but he has no interest in that. He works for the love of it. Rite Aid is the largest retail drugstore chain in the U.S., with sales of \$3.4 billion last year. The Harrisburg, Pa.-based company also operates bookstores, dry cleaners and auto parts suppliers. Profits have increased by about 10% annually over the last five years. Even



No hobbies or long trips.

during the current downturn, Grass has managed to keep earnings growing, in part by staying with a strategy of selling only basic health and beauty aids in his Rite Aid stores and staying away from appliances, electronics or sporting goods, carried by some of his less profitable competitors.

A lawyer, Grass went to work for his first wife's family business, then a food wholesaler and retailer, in 1952. Ten years later he opened the company's first discount drugstore. The rest, as they say, is history.

As to his relatively low rank on the pay scale, Grass says: "I would be very uncomfortable to be very substantially above the level of the top executives in the company."

Rite Aid compensates its executives mostly through a base salary and a "modest" stock option program, tied to the company's earnings growth.

"If the option becomes more valuable," he says, "the shareholder is clearly benefiting as well."

Grass lives well. He escapes from Harrisburg to apartments in New York or Palm Beach. He enjoys boating, but, characteristically, doesn't own a boat. He prefers sailing with friends. "It's less work and less expensive," he says.

—REED ABELSON

Tom Smith

Like many other chief executives, Tom Smith, 50, is all in favor of pay for performance. That he ranks among the lower-paid bosses on the Forbes 500s does not reflect poor performance. Living in the North Carolina countryside, Tom Smith gets along just fine on his \$946,000 total compensation as chairman of Food Lion, the successful supermarket chain (FORBES, Apr. 1). That puts him in line with the rest of the grocery business. Which is right where Smith—and Food Lion's compensation committee—think he should be. "I realize some other industries have higher salaries," he says. "But I think [my pay] should stay within [our] industry."

"Part of my responsibility here," Smith continues, "is to manage this company in a manner that we either reach or exceed the expectations that are set in front of me. If I can't do that, then I'm not reaching the board's expectations—and I should be paid accordingly."

His record so far has been good. Last year the Salisbury, N.C.-based company had profits of \$172.6 million on revenues of nearly \$5.6 bil-

lion—a 3% net margin, well above the industry norm of 1%. Earnings were up 23% on an 18% sales gain.

Smith grew up with the company, starting as a bag boy in high school. A six-year stint with Del Monte helped Smith pay off his college debts and gave him a view of another side of the food industry. He came back to Food Lion in 1970, when there were only 12 stores. Today there are 800. Named chief executive in 1986, he became chairman last year.

Recreation? Smith enjoys the outdoors, hiking and hunting big game. Not far from the bigger cities in North Carolina, Salisbury (pop. 25,000) is "a real nice, friendly little town," says Smith. His own home is "out in the county," as he puts it, where he putters on weekends with a few old Corvettes.

—WILLIAM HEUSLEIN

Joe T. Ford

Joe Ford started work at what was then the Allied Telephone Co. on June 1, 1959, smack out of the University of Arkansas, where he studied business administration on an ROTC scholarship. Says Ford matter-of-factly, "I just stayed around for 30 years."

Stayed around and helped Little Rock-based Alltel Corp. grow and grow. It provides telephone service to about 1.2 million customers in 25 states. Back in 1959, Allied had 65 employees and some 5,000 customers. Last year Alltel's earnings rose 25%, to \$193 million, on a 28% sales increase to nearly \$1.6 billion.

Ford's reward? His total compensation last year came to a shade under \$1 million. His base salary has remained



Paid in line with the competition.



the same for three years, but he did get a \$27,000 incentive bonus last year.

Ford, 53, has lived in the same two-story Georgian house for 16 years. Little Rock, he says, "may be less expensive than some places, but no place is cheap anymore."

What does he do in his spare time? Last year Ford and his wife traveled to



"No place is cheap anymore."

Ireland to see ancestral family homes. Ford's a golfer with a 13 handicap, and when he gets the chance, quail hunting in Georgia ranks high on his list. Making Wall Street-level earnings ranks low on his list. "I've never complained about my pay," Ford says. "I started out making \$400 a month, and I was happy then."

—WILLIAM HEUSLEIN

Emerson Kampen

Great Lakes Chemical Corp. Chairman and Chief Executive Emerson Kampen, 63, is hardly living in poverty. Last year he earned \$1.1 million in total compensation.

That's on the low side for the head of a \$1 billion (sales) company. But it's a seeming fortune for the son of European immigrants who had nine siblings. Kampen's family was so poor that, for the offspring, getting a job to help support the family took priority over getting an education.

Thanks to a dedicated teacher who recognized his talent and encouraged him to pursue his studies, Emerson Kampen finished high school and col-

lege, earning a degree in chemical engineering at the University of Michigan. None of the other nine young Kampens went to college.

In 1951 Kampen joined Great Lakes. It was a small company with \$130,000 in chemical sales. "I thought, boy, if I could ever earn \$100 a week I would have it made," says Kampen. But there were tough times when he didn't get his paycheck because there wasn't enough money to meet the payroll.

Later he was given 1,500 stock options at the equivalent of 4 cents a share. Those shares are trading now at around 81, with a market value of \$968,000. Kampen is rich but not superrich.

He has made a lot of others rich, too, with stock options. "We estimate 30 or 40 employees, some who have no education beyond high school, have become millionaires through the appreciation of their stock at Great Lakes," says Kampen.

Some years ago, another company offered him the head job for twice what he was making at Great Lakes. But he turned it down, realizing that money isn't everything. Taking the new job would have required moving away from his hometown, West Lafayette, Ind. Kampen says a house there costs a third of what you'd pay on the East Coast.



Remembering times without a paycheck.

The Lafayette area counts about 100,000 residents, but there's an array of cultural events thanks to Purdue University. Kampen can be entertained by leading symphonies and ballet troupes for about a fifth of New York prices. He spends weekends and summers with his extensive family at his lake house, an easy drive from West Lafayette.

—ZINA SAWAYA

Richard Ayers

Only last month did Stanley Works, the New Britain, Conn. maker of tools and hardware, get around to offering substantial stock options to its top people. Now 175 executives are entitled to acquire shares at 30%.

It's not that Richard Ayers, 48, feels his pay scale is inadequate—even though, at \$1.1 million last year, it is quite low for a chief executive of a \$2 billion (1990 sales) company. "I



"As a group, chief executives are overpaid."

think that perhaps as a group, chief executives are overpaid," he says.

Why, then, the new option plan? "A portion of almost everyone's compensation should be at risk and based on the performance of the business ... because that way they're more motivated," he says.

To motivate executives, there is also a bonus tied to the company's return on equity. No goodies if the return is less than 9%. But last year's return of 15.6% brought Ayers a bonus of \$325,000, about one-third of his total compensation.

Ayers, who previously was vice president of manufacturing at Britton



Corp., joined Stanley in 1972 as a project manager. The MIT graduate became chief executive in 1987 and chairman two years ago. Since 1985 the company's sales have almost doubled, to \$2 billion last year. Profits have increased nearly as rapidly as sales, to a record \$118 million in 1989. Weak housing starts caused earnings to drop to \$107 million last year, but the decline was relatively moderate, all considered, and bonuses were paid, though modest ones.

Off the job, Ayers uses some of his Stanley products to fiddle around with do-it-yourself projects at his spacious house in Avon, Conn. He recently completed a recreation room in the basement for his two young children. Since Ayers travels extensively for his job, he prefers to vacation at home rather than traveling abroad. The one frill this summer, he concedes, will be taking his children to Disney World. "It's one of my favorite places," he says. —ZINA SAWAYA

Norman Augustine

At \$1.2 million, Norman Augustine's pay at Martin Marietta doesn't rank him very high on the FORBES executive compensation list. Says Augustine: "Our objective should be to pay a fair salary right at the middle of the pack, and offer other attractions to keep people—such as a nice place to work, interesting things to do and good people to work with."

Taking any other position, he adds, is "irresponsible. If everyone says, 'We want to pay in the top ten percentile,' the salaries become unstable."



"Pay at the middle of the pack."

The defense industry is clearly into difficult times, even for a company like Martin Marietta, whose profits last year increased by 7%, to \$328 million, on a nearly 6% gain in revenues, to \$6.1 billion. Augustine, 55, acknowledges the problems. "We're in the sixth year of a declining defense budget," he says. With more on the way, "we're just getting splashed by the wave that's coming."

Though Martin Marietta does 80% of its business with the U.S. government, its profitable stone and gravel business balances defense contracting. Unfortunately, the aggregates business is tied to construction—which is suffering right now, too.

Though he works long hours, the energetic Augustine doesn't neglect his hobbies. Fishing is one; another is building elaborate doll houses. Adventure travel is a passion with him: dogsledding, rafting, sailing, hot air ballooning.

Augustine, an aeronautical engineer by training, with undergraduate and graduate degrees from Princeton, has been at Martin Marietta for 14 years. Prior to joining Martin Marietta as a vice president, he spent ten years in government service, including a stint as the under secretary of the Army, a job that paid around \$30,000. "I'd like to think they got their money's worth," he says.

Is he bothered that other heads of companies Martin Marietta's size make more than he does? "I love what I'm doing, and I haven't missed a meal in years." —WILLIAM HEUSLEIN

Robert Cizik

"Maybe it's not that I'm underpaid, maybe it's that they're overpaid," says Robert Cizik, Cooper Industries' chief executive for the past 16 years. He doesn't envy the Steve Rosses and the Paul Firemans. Cizik thinks he's amply paid with \$1.4 million.

At Cooper pay is tied to performance, and top executives are awarded stock options. Last year, as a group, they got nearly 25,000 options. Cizik views these as strong incentives: Over the past five years Cooper's stock has risen to around 50 from a split-adjusted 21. But Cizik is critical of pay formulas that tie compensation to return on equity or to sales. "Those



"Compensation is an art."

formulas are subject to a great deal of manipulation; they're also subject to an almost antagonistic attitude developed between the person being measured and the person doing the measuring," he argues. "Compensation is not a science, it's an art."

In his success, Bob Cizik has never forgotten that he is the son of a coal miner whose family lived, if not in poverty, certainly in straitened circumstances. His main inheritance was a strong sense of the work ethic, which he has applied with a vengeance to Cooper. He joined in 1961 as head of strategic planning after having served in the Air Force. Cooper was then a one-product company, selling compressors. Cizik embarked on a diversification program to lessen its vulnerability to energy cycles. The company now sells everything from oil drilling equipment to hardware.

And profitably. Cooper's earnings growth is outpacing that of most manufacturing companies, despite a drop in demand for capital goods. Since Cizik took over as chief executive in 1975, sales have grown to over \$6 billion from less than \$500 million, while earnings have quadrupled to almost \$3 a share.

As for his own relatively modest compensation, he says: "There's [only] so much you can do with money. After that there are more interesting things in life." He has time to relax after work by watching a basket-



ball game at home in Houston, and on most weekends he and his wife escape to their beach house in Galveston. Every March he sets aside a week or so for a ski vacation. He says: "I'm having just a hell of a lot of fun."

—ZINA SAWAYA

Scott McNealy

Outside the office—and the hockey rink—Scott McNealy leads a quiet life. He lives alone in a 30-year-old house in Portola Valley, Calif. more notable for its seclusion than for its size. His modesty is demonstrated by the fact that his ego doesn't demand an extravagant salary. Although Sun Microsystems, the computer company he cofounded in 1982, had 1990 sales of almost \$3 billion, his salary and bonus last year came to just \$1.4



More money than he can spend.

million, a substantial sum, especially for a 36-year-old, but a tiny fraction of Sun's revenues and profits. "I've made more money than I'll ever be able to spend," he says. "I mean, how many hockey sticks can you buy?"

The answer is: quite a few. His 1.8 million shares of Sun stock have a recent market value of \$59 million. At a recent 37, Sun's stock is trading near its alltime high. It didn't get there the easy way. Sun has had some rough innings. A fourth-quarter 1989 loss, a result in part of inventory tracking problems, caused analysts to wonder publicly whether McNealy was up to his job. But he buckled down, cutting costs, introducing cheaper models of Sun's powerful 32-bit workstation and concentrating on building market share. Sun now controls an estimated 38% of the workstation market.

McNealy has a knack for leading

successful teams. In 1972 he captained his suburban Detroit high school tennis team to a state championship. The hockey team, of which he was assistant captain, lost in the semifinals—to the eventual state champs. His golf game was ranked twelfth in the state. Now his local hockey league is starting its summer season. "We're just a bunch of local Joe Six-packs," says the affable McNealy.

Non-A students rejoice: McNealy's school record displayed few signs that he would do well in life. "They called me the illiterate genius: I could think real good but I couldn't talk real good," he says, haltingly. He got a perfect score on the math portion of the SAT, but his verbal score was in the low 600s. Even after graduating with an economics degree from Harvard, it took him three tries to get into Stanford business school. In the meantime, he toughed it out as a foreman in a UAW shop in Centralia, Ill. "What the biz schools do is take proven performers, give them a degree and take credit for whatever happens thereafter," he says.

From the beginning, McNealy has run Sun more like a frat house than like a multibillion-dollar high-tech company. There are beer blowouts. Every April Fool's Day employees try to top last year's pranks. (For 1991 they moved a vice president's entire office into an aquarium.) Not surprisingly, McNealy believes that the tie is "one of the most dysfunctional articles of clothing ever invented." He adds: "The only dress code we have is that you must."

—MARTIN KIHN

John Woodhouse

John Woodhouse doesn't believe in high executive salaries, but he does believe in bonuses tied to performance. Woodhouse's base salary represented less than half of his total \$1.5 million compensation last year. He claims he purposely underpays his managers, offering them bonuses tied to their divisions' performance.

Those incentive bonuses can be substantial. President Bill Lindig got \$217,000 in shares, almost as much as Woodhouse's \$255,000. "I don't know how you justify paying the chief executive twice as much as anybody else," he says. "No one can possibly



Purposely underpaying his managers.

be that much more important."

Since cofounding Sysco in 1969, Woodhouse has helped turn it into the country's largest distributor of food and related items to restaurants, hospitals and prisons. Sales last year were close to \$8 billion. ROE has averaged 15.7% since 1986, and the stock has had a 55% price runup since last year's low—to a recent 39¾.

Woodhouse, 60, grew up in Delaware. In high school he was a 178-pound left guard who made the all-state team. He opted for Wesleyan instead of Dartmouth, where his father was a trustee and his brother had gone. "I'd have been just another Woodhouse at Dartmouth," he says.

His first job was as an officer at the Canadian Imperial Bank of Commerce. But the track there was too slow for him. "At 39 my boss looked awfully healthy," he says. After five years at Ford, Woodhouse was wooed by Robert Cizik to Cooper Industries. By the time he became Cooper's treasurer, he was talking to an older entrepreneur, John Baugh, about Baugh's vision of a national company made up of food service distributors. Together, they founded Sysco.

Woodhouse lives in Houston, where Sysco is headquartered, with his wife of 36 years. The couple makes an annual two-week pilgrimage into the wilderness of northern California. And Woodhouse owns a small house on 5 acres in New Hampshire. But work is his main avocation. "I've only been inside the place four times in the last ten years," he says of his New England retreat.

—MARTIN KIHN

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Here's what turned up when we asked our computers to generate lists of chief executives who were, statistically, a little different from all the rest.

Standout executives

Biggest bonuses

Company/chief executive	1990 bonus (\$000)
Reebok International/Paul B Fireman	\$14,464
Walt Disney/Michael D Eisner	10,483
BHC Communications/Herbert J Siegel	7,568
Toys 'R' Us/Charles Lazarus	4,957*
Paramount Comm/Martin S Davis	2,696
Great A&P Tea/James Wood	2,508
RJR Nabisco/Louis V Gerstner Jr	2,045
Tosco/Thomas D O'Malley	1,808
First Financial Mgmt/Patrick H Thomas	1,800
UST/Louis F Bantle	1,523

*Prior year data.

Biggest drops in salary plus bonus

Company/chief executive	—Salary + bonus— 1990 (\$000)	1989 (\$000)	% change
Hibernia/Martin C Miler	\$512	\$1,180	-57%
PaineWebber Group/Donald B Marron	950	2,050	-54
NCNB/Hugh L McColl Jr	700	1,500	-53
Clark Equipment/Leo J McKernan	722	1,540	-53
Brown-Forman/W L Lyons Brown Jr	481	979	-51
Continental Bank/Thomas C Theobald	568	1,150	-51
Bank South/Robert P Guyton	367	732	-50
First Chicago/Barry F Sullivan	736	1,461	-50
Bank of Boston/Ira Stepanian	650	1,248	-48
Michigan National/Robert J Mylod	436	825	-47

Largest stock gains

Company/chief executive	Stock owned (\$mil)	Stock gains (\$mil)
Time Warner/Steven J Ross ¹	\$	\$57.2
UAL/Stephen M Wolf	\$12.0	14.8
Apple Computer/John Sculley	16.2	14.5
Giant Food/Israel Cohen	83.9	10.2
Genentech/G Kirk Raab	0.4	8.3
Waste Management/Dean L Buntrock	113.8	8.1
Sotheby's Holdings/Michael L Ainslie	10.0	7.7
Warner-Lambert/Joseph D Williams	6.9	6.6
Capital Cities/ABC/Daniel B Burke	20.1	5.6
Merck/P Roy Vagelos	33.3	5.1

¹Office jointly held with N J Nicholas Jr. \$ Less than \$100,000.

The youngest

Company/chief executive	Total comp (\$000)	—Tenure (years)— with firm	as CEO	Age
Microsoft/William H Gates III	\$251	15	10	34
Sun Microsystems/Scott G McNealy	1,407	9	7	36
Zions Bancorp/Harris H Simmons	205 ¹	10	— ²	36
Valley Federal S&L/Scott A Braly ³	261	2	1	37
American Family/Daniel P Amos	1,325	18	1	39
Bruno's/Ronald G Bruno	314 ¹	18	1	39
Equitable of Iowa/Frederick S Hubbell	474	8	2	40
Commerce Bcsbs/David W Kemper	547	13	5	40
National Intergruop/Robert L King	317 ¹	15	— ²	40
Smith's Food & Drug/Jeffrey P Smith	821	21	3	41

¹New CEO; compensation is for another executive office. ²New CEO; less than 6 months' service. ³Acting CEO.

The oldest

Company/chief executive	Total comp (\$000)	—Tenure (years)— with firm	as CEO	Age
Petrie Stores/Milton J Petrie	\$150*	64	64	88
Giant Food/Israel Cohen	11,491	55	14	78
WR Grace/I Peter Grace	1,671	55	46	78
20th Century Inds/Louis W Foster	1,404	35	75	78
Amerada Hess/Leon Hess	310	45	26	77
Dillard Dept Strs/William T Dillard Sr	2,221	52	52	76
Sequa/Norman E Alexander	1,671	41	34	76
Weis Markets/Sigfried Weis	448	53	31	75
Adolph Coors/William K Coors	NA	52	21	74
FlightSafety Intl/Albert L Ueltschi	367	40	40	74

*Prior year data. NA: Not available.

What 800 companies paid their bosses

A MILLION BUCKS isn't what it used to be, but it still isn't bad for a year's work: 258 out of 800 chief executives in this survey made \$1 million or more in salary and bonuses alone last year. In an age when baseball players and movie stars make multimillions in a single year, it's not surprising that people who carry heavy responsibilities for workers, shareholders and consumers should eat and live well. And while few baseball players and few performers reach the top, the same can be said of executives: Many are called but few are chosen. Most business executives spend their lives in relative obscurity and only modest affluence. While some 25-year-old kids become overnight millionaires in baseball, it takes most people a lot longer in the business world. The average chief executive officer in our survey put in nearly 15 years of service before moving to the executive suite and has already had an 8-year tenure as chief

executive. The "typical" executive, 56, is in charge of nearly 26,000 employees and accountable for almost \$5 billion in sales and \$193 million in profits.

Yes, there are tremendous inconsistencies in the way chief executives are rewarded. Steve Ross so impressed his loyal board of directors at Time Warner that they handed him some \$78 million last year. But the average chief executive in our survey received a salary plus bonus of \$932,000 and total compensation of \$1,592,000 in 1990. And remember: These salaries are for Forbes 500s companies only. The typical chief executive of the typical U.S. company had to be content with much less.

In the tables below, the "Salary + bonus" category includes all cash, deferred salary and bonus payments in 1990, as well as directors' fees and commissions. The "other" column includes payments made under long-

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Abbott Laboratories/Duane L. Burnham	49	Excelsior MN	Minnesota, BS '63/MBA '72	finance	9	1
Acuson/Samuel H. Maslak	42	Washington DC	MIT, BS '71/PhD '75	technical	10	10
Adobe Systems/John E. Warnock	50	Salt Lake City UT	Utah, BS '61/PhD '69	technical	9	9
Aetna Life & Cas./James T. Lynn	64	Cleveland OH	Case Western Res, BA '48/Harvard, LLB '51	legal	13	6
Affiliated Bkshs Colo./Kent O. Olin	60	Chicago IL	Ripon, BA '55	banking	20	4
HF Ahmanson/Richard H. Deihl	62	Whittier CA	Whittier, BA '49	banking	32	7
Air Prods & Chems/Dexter F. Baker	44	Worcester MA	Lehigh, BA '50/MBA '57	technical	39	4
Albertson's/Gary G. Michael	50	Laurel MT	Idaho, BS '62	finance	25	†
Alco Standard/Ray B. Mundt	62	Appleton WI	U Wisconsin Milwaukee, BS '53	operations	21	11
Alexander & Alexander/Tinsley H. Irvin	57	Cornelia GA	Georgia St, BBA '55	insurance	38	4
Alexander & Baldwin/Robert J. Pfeiffer	71	Fiji		operations	31	11
Allegheny/Fred M. Kirby	71	Wilkes Barre PA	Lafayette, AB '42/Harvard, MBA '47	finance	33	24
Allegheny Ludlum/Robert P. Bozzone	57	Glens Falls NY	Rensselaer Polytech, BS '55	technical	36	1
Allegheny Power/Klaus Bergman	60	Germany	Columbia, AB '53/LLB '55	legal	19	6
Allergan/Gavin S. Herbert	59	Los Angeles CA	USC, BS '54	administration	41	31
Allied-Signal/Edward L. Hennessy Jr.	63	Boston MA	Fairleigh Dickinson, BA '55	finance	12	12
Alltel/Joe T. Ford	53	Conway AR	Arkansas, BS '59	administration	32	4
Alcoa/Paul H. O'Neill	55	St. Louis MO	Cal St Fresno, BA '60/Indiana, MPA '66	administration	4	4
ALZA Corp./Martin S. Gerstel	49	Norwalk CT	Yale, BS '64/Stanford, MBA '68	finance	23	4
AMAX/Allen Born	57	Durango CO	Texas El Paso, BS '58	technical	24	5
Amdahl/John C. Lewis	55	Livingston MT	Cal St Fresno, BS '57	marketing	14	8
Amerada Hess/Leon Hess*	77	Asbury Park NJ		administration	45	26
America West Airlines/Edward R. Beauvais*	55	Pueblo CO	Regis, BS '58	administration	10	10
American Brands/William J. Alley	61	Vernon TX	Oklahoma, BBA '51/JD '54	insurance	24	4
American Capital/Jack D. Burstein	45	Poland	CUNY City Col, BA '66	finance	7	7
American Cyanamid/George J. Sella Jr.	62	West New York NJ	Princeton, BS '50/Harvard, MBA '52	operations	37	8

*Company founder. †New CEO, less than six months' service.

term compensation plans, restricted stock awards vested or released from restrictions in 1990, thrift plan contributions, company-paid health and insurance plans and other benefits. Note: In cases where a date or share price for stock awards released from restriction was not reported by the company, we used the average price for the company's fiscal year in calculating the value of the stock. "Stock gains" shows the net value in shares or cash realized from the exercise of stock options (or stock appreciation rights) during the fiscal year.

However extravagant chief executive salaries were in some cases, in the overall picture they loom small. In 1990 the 800 chief executives of Forbes 500s companies earned \$746 million in salaries and bonuses, another \$232 million from other compensation and \$296 million in stock gains. The grand total: \$1.3 billion. Even swollen by a few

grandiose paychecks like Steve Ross', that came to less than 1% of the 800 companies' \$154 billion in profits.

The 800 chief executives as a group are wealthy people. They own \$39 billion of their companies' stock—an average of \$49 million worth. The column headed "Stock owned" shows the value of each executive's holdings as a percentage of his firm's total market value. In determining stock holdings we include shares of beneficial interest and shares held by an executive's wife and minor children, even if ownership is legally disclaimed. Shares held by family members active in the business or by foundations are not included.

They are rich and powerful but they are not invulnerable. Through death, dethronement and voluntary and involuntary retirement, there was a 20% turnover among chief executives of Forbes 500s companies.

Salary + bonus (\$000)	Compensation % change	other (\$000)	stock gains (\$000)	total (\$000)	Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹ sales (\$mil)	profits (\$mil)	Company
\$1,161	—	\$6	\$1,699	\$2,866	83	0.04%	\$7.6	\$6,159	\$966	Abbott Laboratories
600	NA	—	—	600	570	5.49	63.6	283	48	Acuson
379	NA	—	—	379	721	3.68	43.2	169	40	Adobe Systems
1,067	1%	42	—	1,108	344	0.03	1.3	19,021	614	Aetna Life & Cas
228	NA	18	1	247	775	0.17	0.3	276	10	Affiliated Bkshs Colo
1,225	3	1,277	—	2,502	108	0.23	4.4	4,778	191	HF Ahmanson
1,094	7	19	—	1,114	338	0.27	9.5	2,967	241	Air Prods & Chems
697	NA	42	1,452	2,191	135	0.11	7.1	8,219	234	Albertson's
1,053	-11	—	—	1,053	367	0.52	6.3	4,361	154	Alco Standard
817	25	92	—	908	425	0.13	1.3	1,338	55	Alexander & Alexander
1,675	14	405	—	2,080	155	0.49	5.9	723	115	Alexander & Baldwin
971	NA	709	—	1,680	205	12.98	80.1	1,377	69	Allegheny
609	-33	56	—	665	532	9.79	84.1	1,085	69	Allegheny Ludlum
466	6	4	—	470	666	†	0.2	2,298	191	Allegheny Power
867	116	237	—	1,104	345	0.78	11.9	884	81	Allergan
1,688	1	1,266	—	2,953	80	0.09	3.4	12,343	462	Allied-Signal
752	4	47	178	977	400	0.32	10.1	1,574	193	Alltel
825	-37	760	—	1,584	220	†	5	10,710	295	Alcoa
358	10	107	—	465	672	0.17	3.6	99	25	ALZA Corp
1,162	-2	749	—	1,912	167	0.04	0.8	3,788	226	AMAX
1,031	19	—	—	1,031	372	0.09	1.6	2,159	184	Amdahl
300	0	10	—	310	759	12.70	560.6	6,948	483	Amerada Hess
984	NA	6	—	990	391	0.68	0.9	1,316	-77	America West Airlines
1,627	6	177	—	1,804	181	0.03	2.5	8,270	596	American Brands
373	-28	34	—	406**	710	3.96	0.2	521	-40	American Capital
1,237	16	754	269	2,260	127	0.05	2.5	4,570	353	American Cyanamid

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. †Less than 0.01% \$Less than \$100,000. **Prior year data. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
American Electric/Richard E. Disbrow	60	Newark NJ	Lehigh, BS '52/MIT, MS '65	technical	37	†
American Express/James D. Robinson III	55	Atlanta GA	Georgia Tech, BS '57/Harvard, MBA '61	finance	20	14
American Family/Daniel P. Amos	39	Pensacola FL	Georgia, BS '73	insurance	18	1
American General/Harold S. Hook	53	Kansas City MO	Missouri, BS '53/MA '54	insurance	21	13
American Greetings/Morry Weiss	51	Czechoslovakia	Case Western Res, BA '61	administration	30	3
American Home Prods./John R. Stafford	53	Harrisburg PA	Dickinson, BA '59/George Washington, LLB '62	legal	21	4
American Intl Group/Maurice R. Greenberg	66	New York NY	Miami, BA '48/New York Law Sch, LLB '50	insurance	30	24
American Medical/Harry J. Gray	71	Milledgeville GA	Illinois, BS '41/MS '47	administration	2	2
American Natl Ins./Orson C. Clay	60	Bountiful UT	Brigham Young, BS '55/Harvard, MBA '59	finance	21	14
American Petrofina/Ronald W. Haddock	50	St Elmo IL	Purdue, BS '63	administration	5	2
American President/W. Bruce Seaton	66	Philadelphia PA	UCLA, BS '49	finance	21	8
American Savings/William G. Lillis	60	Ann Arbor MI	Rensselaer Polytech, BCE '52	banking	14	1
American Stores/Jonathan L. Scott	61	Nampa ID	Idaho, BA '51	sales	4	2
American Tel & Tel/Robert E. Allen	56	Joplin MO	Wabash, BA '57	administration	34	3
Ameritech/William L. Weiss	62	Big Run PA	Penn St, BS '51	operations	40	7
Ameritrust/Craig R. Smith	65	Cleveland OH	Case Western Res, BS '46	technical	1	1
Ames Dept Stores/Stephen L. Pistner	59	St Paul MN	Minnesota, BSBA '53	sales	1	1
Amgen/Gordon M. Binder	55	St Louis MO	Purdue, BSEE '57/Harvard, MBA '62	finance	9	3
Amoco/H. Laurance Fuller	52	Moline IL	Cornell, BSCE '61/DePaul, JD '65	technical	30	†
AMP/Harold A. McInnes	63	Groton CT	MIT, BSME '49	operations	26	1
AMR/Robert L. Crandall	56	Westerly RI	Rhode Island, BS '57/Pennsylvania, MBA '60	finance	18	6
AmSouth Bancorp./John W. Woods	59	Evanston IL	U of the South, BA '54	banking	22	19
Anadarko Petroleum/Robert J. Allison Jr	52	Evanston IL	Kansas, BS '60	technical	18	12
Anchor Bancorp./James M. Large Jr	59	Philadelphia PA	Princeton, BSE '54	banking	2	2
Anheuser-Busch Cos./August A. Busch III	53	St Louis MO		operations	34	16
Aon/Patrick G. Ryan	54	Milwaukee WI	Northwestern, BS '59	insurance	27	9
Apple Computer/John Sculley	52	New York NY	Brown, BS '61/Pennsylvania, MBA '63	marketing	8	8
Archer Daniels/Dwayne O. Andreas	73	Worthington MN		finance	21	21
Argonaut Group/Charles E. Rinsch	58	Vincennes IN	Indiana, BS '53/Stanford, MBA '60	finance	25	3
Arkla/Thomas F. McLarty III	44	Hope AR	Arkansas, BA '69	administration	8	6
Armco/Robert L. Purdum	55	Wilmington OH	Purdue, BS '56	technical	29	1
Armstrong World Inds./William W. Adams	57	Dubuque IA	Iowa St, BS '56	marketing	35	3
Arvin Industries/James K. Baker	59	Wabash IN	DePauw, BA '53/Harvard, MBA '58	administration	36	10
Asarco/Richard de J. Osborne	57	Bronxville NY	Princeton, AB '56	finance	16	5
Ashland Oil/John R. Hall	58	Dallas TX	Vanderbilt, BS '55	operations	33	10
Atlantic Energy/E. Douglas Huggard	57	Wilmington DE	Delaware, BME '55/MME '60	technical	36	6
Atlantic Richfield/Lodewick M. Cook	62	Castor LA	Louisiana St, BS '50/SMU, MBA '65	operations	35	6
Autodesk/Alvin J. Green	45	England	Eastern Michigan U, BA '74	finance	7	5
Automatic Data/Josh S. Weston	62	Brooklyn NY	CUNY City Col, BS '50/U of New Zealand, MA '52	operations	21	8
Avery Dennison/Charles D. Miller	63	Hartford CT	Johns Hopkins, BA '40	operations	27	13
Avnet/Leon Machiz	66	Brooklyn NY		marketing	39	2
Avon Products/James E. Preston	58	Cleveland OH	Northwestern, BS '55	marketing	27	2
Baker Hughes/James D. Woods	59	Falmouth KY	Cal St Fullerton, BA '65	finance	36	4

†New CEO, less than six months' service.

Salary + bonus (\$000)	Compensation % change	other (\$000)	stock gains (\$000)	total (\$000)	Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹ sales (\$mil)	profits (\$mil)	Company
\$540	NA	\$6	—	\$546††	606	‡	\$0.4	\$5,167	\$496	American Electric
1,798	-31%	1,743	—	3,541	60	0.12%	15.3	24,332	338	American Express
942*	NA	384	—	1,325	281	0.72	15.0	2,678	117	American Family
1,336	8	221	—	1,557	226	0.14	6.5	4,481	562	American General
555	0	102	—	657	537	1.53	19.1	1,374	79	American Greetings
1,700	8	26	—	1,726	197	0.03	5.7	6,775	1,231	American Home Prods
1,750	11	—	—	1,750	193	2.12	422.6	15,702	1,442	American Intl Group
‡‡	NA	—	—	—	—	41.07 ²	190.1	2,507	-36	American Medical
624	12	12	—	636	549	0.09	0.9	1,100	109	American Natl Ins
530	32	829	—	1,359	272	‡	\$	3,978	126	American Petrofina
791	35	71	—	862	445	0.98	3.6	2,270	-60	American President
445	49	27	—	473	662	0.53	\$	371	-79	American Savings
1,076	NA	116	—	1,192**	317	‡	0.2	22,156	182	American Stores
2,021	16	655	—	2,676	95	‡	2.5	37,285	2,735	American Tel & Tel
1,295	-1	389	\$468	2,152	140	0.02	3.8	10,663	1,254	Ameritech
400*	NA	—	—	400	716	0.02	0.1	1,281	-96	Ameritrust
2,000*	0	90	—	2,090	154	‡	\$	3,753	-966	Ames Dept Stores
360	NA	—	—	360	736	0.34	15.8	299	4	Amgen
1,142	NA	285	1,001	2,428	114	0.02	5.2	28,010	1,913	Amoco
577	—	42	—	619	558	0.02	1.1	3,044	287	AMP
600	-44	3,051	—	3,651	57	0.25	10.8	11,720	-40	AMR
822	46	—	—	822	458	0.24	1.6	896	77	AmSouth Bancorp
1,080	13	—	1,320	2,400	120	0.53	8.1	388	55	Anadarko Petroleum
527	41	157	—	684	519	0.18	0.1	923	-135	Anchor Bancorp
1,738	19	25	—	1,763	189	0.25	37.4	10,744	842	Anheuser-Busch Cos
912	15	65	—	976	401	14.16	346.7	2,626	239	Aon
2,199	-2	—	14,531	16,730	3	0.23	16.2	5,741	501	Apple Computer
1,946	45	—	—	1,946	166	2.77	184.1	8,388	459	Archer Daniels
479	5	3	184	666	530	0.20	1.7	611	90	Argonaut Group
526	9	361	—	887	431	0.07	1.4	2,436	106	Arkia
630	—	36	—	666	531	0.06	0.3	1,735	-85	Armco
622	7	—	140	762	481	0.06	0.6	2,531	133	Armstrong World Inds
585	27	—	—	585	576	0.64	2.6	1,687	34	Arvin Industries
1,107	5	6	13	1,126	335	0.10	1.0	2,209	149	Asarco
1,099	17	607	—	1,707	199	0.08	1.5	8,731	149	Ashland Oil
363	12	10	—	373	726	0.07	0.5	717	69	Atlantic Energy
2,265	17	89	2,494	4,847	36	0.04	8.3	18,008	1,688	Atlantic Richfield
281	20	—	530	811**	463	0.04	0.5	238	57	Autodesk
780	17	590	1,645	3,019	78	0.23	11.4	1,736	220	Automatic Data
950	NA	79	1,012	2,041	159	0.21	3.2	2,590	6	Avery Dennison
1,143	23	—	—	1,143	329	0.17	1.6	1,756	57	Avnet
1,188	41	701	336	2,226	129	0.36	9.3	3,454	195	Avon Products
1,253	13	435	—	1,688	232	0.11	4.5	2,719	153	Baker Hughes

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. ²Includes indirect ownership. ³Annualized salary. †Less than 0.01%. ‡Less than \$100,000. **Prior year data. ††New CEO; cash compensation is for another executive office. ††Directors fees only. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
Ball Corp/Delmont A Davis	55	Hillside CO	Colorado, BS '59	technical	22	†
Bally Manufacturing/Arthur M Goldberg	49	Newton NJ	Rutgers, BA '63/Villanova, JD '66	legal	1	1
Baltimore Bancorp/Harry L Robinson	62	Baltimore MD	Baltimore Commerce, BS '72/Loyola, MBA '80	banking	44	6
Baltimore G&E/George V McGowan	63	Baltimore MD	Maryland, BS '51	technical	40	3
Banc One/John B McCoy	47	Columbus OH	Williams, BA '65/Stanford, MBA '67	banking	24	7
Bancorp Hawaii/H Howard Stephenson	61	Wichita KS	Michigan, BA '50/Missouri, JD '58	banking	32	2
Bandag/Martin G Carver	43	Davenport IA	U of Iowa, BA '70/Indiana, MBA '72	finance	12	9
Bank of Boston/Ira Stepanian	55	Cambridge MA	Tufts, BA '58/Boston C, MBA '71	banking	28	4
Bank of New York/John Carter Bacot	58	Utica NY	Hamilton, AB '55/Cornell, LLB '58	finance	31	9
Bank South/Robert P Guyton	54	Blue Mountain MS	Mississippi, BA '58/Harvard, MBA '66	banking	11	10
BankAmerica/Richard M Rosenberg	61	Fall River MA	Suffolk U, BS '52/Golden Gate U, LLB '66	banking	5	1
Bankers Trust NY/Charles S Sanford Jr	54	Savannah GA	Georgia, BA '58/Pennsylvania, MBA '60	banking	30	4
BanPonce/Alberto M Paracchini	59	Ponce PR	Pennsylvania, BS '53/MBA '57	finance	35	8
CR Bard/George T Maloney	58	Philadelphia PA	Siena, BS '54	sales	32	2
Barnett Banks/Charles E Rice	55	Chattanooga TN	Miami, BBA '58/Rollins, MBA '64	banking	26	12
Bausch & Lomb/Daniel E Gill	54	Ziegler IL	Northwestern, BS '58	finance	13	10
Baxter International/Vernon R Loucks Jr	56	Evanston IL	Yale, BA '57/Harvard, MBA '63	marketing	25	11
Bay View Capital/Robert E Barnes	58	Greenwich CT	Princeton, BA '55/American Grad School, MBA '61	banking	7	7
BayBanks/William M Crozier Jr	58	Brooklyn NY	Yale, BA '54/Harvard, MBA '63	banking	27	17
BB&T Financial/John A Allison	42	Charlotte NC	N Carolina, BBA '71/Duke, MBA '73	banking	20	2
Bear Stearns Cos/Alan C Greenberg	63	Wichita KS	Missouri, BA '49	sales	42	13
Becton Dickinson/Raymond V Gilmartin	50	Washington DC	Union, BSEE '63/Harvard, MBA '68	operations	15	2
Bell Atlantic/Raymond W Smith	53	Pittsburgh PA	Carnegie-Mellon, BS '59/Pittsburgh, MBA '67	operations	32	2
BellSouth/John L Clendennin	57	El Paso TX	Northwestern, BA '55	operations	36	7
Beneficial Corp/Finn M W Caspersen	40	New York NY	Brown, AB '63/Harvard, LLB '66	legal	19	15
Bergen Brunswig/Robert E Martini	59	Hackensack NJ	Ohio St, BS '54	technical	35	1
Berkshire Hathaway/Warren E Buffett	60	Omaha NE	Nebr Lincoln, BS '50/Columbia, MBA '51	finance	26	21
Bethlehem Steel/Walter F Williams	62	Upland PA	Delaware, BCE '51	operations	40	5
Betz Laboratories/John F McCaughan	55	Canada	Sir George Williams, BA '57	administration	31	9
Beverly Enterprises/David R Banks	54	Arcadia WI	Arkansas, BA '59	operations	19	2
BHC Comm/Herbert J Siegel	63	Philadelphia PA	Lehigh, BA '50	administration	24	14
Bindley Western Inds/William E Bindley*	50	Terre Haute IN	Purdue, BS '61	finance	24	24
Biomet/Dane A Miller*	45	Bellefontaine OH	GMI Inst, BS '69/Cincinnati, PhD '74	technical	13	13
Black & Decker/Nolan D Archibald	47	Ogden UT	Weber St, BS '68/Harvard, MBA '70	marketing	6	5
H&R Block/Henry W Bloch*	68	Kansas City MO	Michigan, BS '43	administration	36	36
Blockbuster/H Wayne Huizenga	53	Evergreen Park IL		operations	4	4
Boatmen's Bancshs/Andrew B Craig III	60	Buffalo NY	Cornell, BA '55	administration	6	3
Boeing/Frank A Shrontz	59	Boise ID	Idaho, LLB '54/Harvard, MBA '58	administration	33	5
Boise Cascade/John B Fery	61	Bellingham WA	Washington, BA '53/Stanford, MBA '55	operations	34	19
Borden/Romeo J Ventres	66	Boston MA	Worcester Polytech, BS '45	operations	34	5
Boston Edison/Bernard W Reznicek	54	Dodge NE	Creighton, BS '58/Nebr Lincoln, MBA '79	operations	4	†
Bowater/Anthony P Gammie	56	England		operations	36	8
Bristol-Myers Squibb/Richard L Gelb	66	New York NY	Yale, BA '45/Harvard, MBA '50	administration	41	19

*Company founder. †New CEO, less than six months' service.

Compensation				Rank among 800 execs	Stock owned		Company data ¹		Company	
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)		total (\$000)	%	mkt val (\$mil)	sales (\$mil)		profits (\$mil)
\$462	NA	\$1	—	\$463††	675	0.06%	\$0.4	\$1,357	\$50	Ball Corp
700*	NA	—	—	700	512	5.00	7.5	2,061	-83	Bally Manufacturing
368	13%	—	—	368	729	0.24	0.3	351	4	Baltimore Bancorp
426	-6	48	—	474	658	0.08	2.0	2,159	175	Baltimore G&E
1,248	16	—	\$163	1,411	256	0.20	12.2	3,406	423	Banc One
849	22	264	101	1,214	308	0.28	3.1	954	96	Bancorp Hawaii
348	13	20	—	368	730	5.01	65.9	586	79	Bandag
650	-48	26	—	676	524	0.06	0.4	5,598	-438	Bank of Boston
875	-25	132	—	1,007	384	0.21	4.0	5,333	308	Bank of New York
367	-50	—	—	367	732	0.22	0.5	583	-2	Bank South
1,600	—	56	—	1,656	211	0.03	2.0	12,323	877	BankAmerica
1,500	0	108	127	1,735	196	0.20	7.7	7,919	665	Bankers Trust NY
320	0	2,367	—	2,687	92	0.04	0.2	637	63	BanPonce
459	NA	521	—	979	399	0.25	3.6	785	40	CR Bard
925	-3	156	—	1,081	356	0.09	1.5	3,296	101	Barnett Banks
1,340	5	1,129	169	2,638	97	0.15	3.7	1,369	131	Bausch & Lomb
1,749	20	709	—	2,457	110	0.15	14.9	8,100	40	Baxter International
364	-8	—	—	364	735	0.04	\$	296	7	Bay View Capital
381	-19	—	76	457	678	0.34	0.8	1,097	-70	BayBanks
491	30	13	—	504	632	0.15	0.7	561	54	BB&T Financial
4,212	-7	—	—	4,212	50	3.55	55.2	2,376	103	Bear Stearns Cos
727	24	277	194	1,198	316	0.06	1.6	2,066	184	Becton Dickinson
1,284	4	533	523	2,340	122	0.02	3.1	12,298	1,313	Bell Atlantic
1,373	7	588	209	2,169	138	0.01	2.7	14,345	1,632	BellSouth
1,302	6	86	—	1,388	265	3.42	44.9	1,756	144	Beneficial Corp
834	NA	—	—	834	452	5.64	49.4	4,610	66	Bergen Brunswig
100	0	—	—	100	786	44.68	4,083.2	2,659	395	Berkshire Hathaway
679	26	60	—	739	495	0.04	0.4	4,899	-464	Bethlehem Steel
571	NA	171	—	741	493	0.26	4.0	597	66	Betz Laboratories
559	29	109	—	668	528	0.38	2.8	2,113	13	Beverly Enterprises
8,353	-39	18	—	8,371 ²	13	± ³	\$	278	481	BHC Commun
570	22	13	—	583	579	47.48	51.3	2,042	7	Bindley Western Inds
212	NA	—	—	212	780	5.45	82.1	194	37	Biomet
1,292	-1	282	—	1,574	223	0.04	0.4	4,832	51	Black & Decker
833	19	224	—	1,057	364	5.98	165.4	1,101	118	H&R Block
398	NA	—	—	398	718	6.17	112.9	633	69	Blockbuster
984	35	—	—	984	394	0.03	0.4	1,515	135	Boatmen's Bancshs
1,095	20	35	977	2,107	151	±	1.1	27,595	1,385	Boeing
694	-32	63	—	756	482	0.26	2.6	4,186	75	Boise Cascade
1,619	9	270	—	1,888	173	0.04	2.2	7,633	364	Borden
493	NA	48	—	541††	613	0.01	\$	1,259	80	Boston Edison
625	-8	34	—	659	536	0.07	0.6	1,380	87	Bowater
2,102	25	2,274	389	4,766	37	0.25	99.0	10,300	1,748	Bristol-Myers Squibb

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. ²Salary paid by Chris-Craft Inds. ³Indirect ownership through Chris-Craft Inds. *Annualized salary. †Less than 0.01%. ‡Less than \$100,000. ††New CEO, cash compensation is for another executive office. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Broad/Eli Broad*	57	New York NY	Michigan St. BA '54	finance	34	34
Brown-Forman/W L Lyons Brown Jr	54	Louisville KY	Virginia, BA '58	marketing	31	15
Brown Group/Bernard A Bridgewater Jr	57	Tulsa OK	Oklahoma, LLB '58/Harvard, MBA '64	administration	12	9
Browning-Ferris Inds/William D Ruckelshaus	58	Indianapolis IN	Princeton, BA '57/Harvard, LLB '60	legal	4	3
Bruno's/Ronald G Bruno	39	Birmingham AL	Alabama, BS '74	operations	18	1
Brunswick/Jack F Reichert	60	West Allis WI		marketing	34	9
Burlington Northern/Gerald Grinstein	58	Seattle WA	Yale, BA '54/Harvard, LLB '57	legal	4	2
Burlington Resources/Thomas H O'Leary	57	New York NY	Holy Cross, BA '54/Pennsylvania, MBA '61	finance	9	2
Cabot/Samuel W Bodman	52	Chicago IL	Cornell, BS '61/MIT, PhD '64	finance	4	3
CalFed/Jerry St Dennis	49	Tacoma WA	UCLA, BA '65/MA '67	finance	10	1
CalMat/A Frederick Gerstell	53	New York NY	Princeton, AB '57	administration	16	3
Campbell Soup/David W Johnson	58	Australia	U of Sydney, BE '54/Chicago, MBA '58	administration	1	1
C&S/Sovran/Bennett A Brown	61	Kingstree SC	Presbyterian, BS '50	banking	36	13
Capital Cities/ABC/Daniel B Burke	62	Albany NY	Vermont, AB '50/Harvard, MBA '55	operations	22	1
Capital Holding/Irving W Bailey II	49	Cambridge MA	Colorado, BA '63/NYU, MBA '68	finance	10	3
Carnival Cruise Lines/Micky Arson	41	Israel		administration	17	12
Carolina Power & Lt/Sherwood H Smith Jr	56	Jacksonville FL	N Carolina, AB '56/JD '60	legal	26	12
Carter Hawley Hale/Philip M Hawley	65	Portland OR	Calif Berkeley, BS '47	sales	33	14
Castle & Cooke/David H Murdock	68	Kansas City MO		finance	9	6
Caterpillar/Donald V Fites	57	Tippecanoe IN	Valparaiso, BS '56/MIT, MS '71	marketing	35	1
CBI Industries/John E Jones	56	Kansas City MO	Carleton, BA '56	banking	11	2
CBS/Laurence A Tisch	68	Brooklyn NY	NYU, BS '42/Pennsylvania, MA '43	finance	5	4
Cellular Commun/William B Ginsberg*	47	Childress TX	Harvard, BA '66/PhD '71	finance	11	10
Centel/John P Frazee Jr	46	Staunton VA	Randolph-Macon, BA '66	operations	19	4
Centerior Energy/Richard A Miller	64	Cleveland OH	Case Western Res, BBA '50/Harvard, LLB '53	legal	31	3
Centex/Laurence E Hirsch	45	New York NY	Pennsylvania, BS '68/Villanova, JD '71	legal	6	3
Central & So West/E R Brooks	53	Slaton TX	Texas Tech, BSEE '61	technical	30	†
Central Bancshares/D Paul Jones Jr	48	Birmingham AL	Alabama, BS '64/New York Law Sch, LL.M '68	legal	13	†
Central Fidelity Bks/Carroll L Saine	56	Lincolnton NC	Lenoir-Rhyne, BA '54/Richmond, MS '65	banking	34	10
Champion Intl/Andrew C Sigler	59	Brooklyn NY	Dartmouth, BA '53/MBA '56	sales	35	17
Chase Manhattan/Thomas G Labrecque	52	Long Branch NJ	Villanova, BA '60	banking	27	1
Chemical Banking/Walter V Shipley	55	Newark NJ	NYU, BS '61	banking	35	8
Chevron/Kenneth T Derr	54	Wilkes-Barre PA	Cornell, BSME '59/MBA '60	technical	31	2
Chiquita Brands Intl/Carl H Lindner	72	Dayton OH		finance	7	7
Chiron/Edward E Penhoet	50	Oakland CA	Stanford, AB '63/Washington, PhD '68	technical	10	10
Chrysler/Lee A Iacocca	66	Allentown PA	Lehigh, BS '45/Princeton, ME '46	operations	13	12
Chubb/Dean R O'Hare	48	Jersey City NJ	NYU, BS '63/Pace, MBA '68	insurance	28	3
Cigna/Wilson H Taylor	47	Hartford CT	Trinity College CT, BS '64	insurance	27	3
Cincinnati Bell/Dwight H Hibbard	67	Hadley MA	MIT, BS '49	technical	42	7
Cincinnati Financial/Robert B Morgan	57	Yorkes KY	Eastern Kentucky, BA '54	administration	25	†
Cincinnati G&E/Jackson H Randolph	60	Cincinnati OH	Cincinnati, BBA '58/MBA '68	finance	32	5
Circle K/Robert A Dearth Jr†	46	Birmingham AL	Wesleyan, BA '66/Virginia, MBA '68	operations	1	1
Circuit City Stores/Richard L Sharp	44	Washington DC		technical	8	5

*Company founder. †Chief operating officer. ‡New CEO, less than six months' service.

Salary + bonus (\$000)		Compensation other (\$000) stock gains (\$000) total (\$000)			Rank among 800 execs	Stock owned % mkt val (\$mil)	Company data ¹ sales (\$mil) profits (\$mil)	Company
\$853	5%	\$36	—	\$889	430	21.47%	\$75.6 \$869 \$40	Broad
481	-51	525	—	1,005	385	34.16	754.1 1,074 143	Brown-Forman
593	3	5	—	598**	573	0.42	1.8 1,764 32	Brown Group
806	-31	—	\$187	993	390	0.01	0.5 3,054 -50	Browning-Ferris Inds
275	NA	39	—	314††	758	0.44	7.1 2,521 65	Bruno's
1,119	47	390	—	1,509	235	0.59	7.2 2,478 71	Brunswick
1,287	-12	265	—	1,552	227	0.30	7.0 4,674 222	Burlington Northern
1,170	11	102	—	1,272	294	0.03	1.4 1,871 229	Burlington Resources
650	47	1,789	—	2,439	112	1.06	9.2 1,714 72	Cabot
395	—	12	—	407	708	0.07	0.1 2,164 -257	CalFed
605	-15	43	—	648	543	0.15	0.9 421 81	CalMat
892*	NA	932	—	1,824	179	0.08	8.4 6,325 57	Campbell Soup
880	NA	165	—	1,046	368	0.09	2.4 5,310 229	C&S/Sovran
1,033	NA	116	5,584	6,733	23	0.26	20.1 5,386 478	Capital Cities/ABC
1,142	-12	1,165	519	2,826	85	0.15	3.4 2,577 166	Capital Holding
693	7	—	—	693	516	1.49	49.9 1,391 206	Carnival Cruise Lines
487	6	6	—	493	643	0.05	2.1 2,617 280	Carolina Power & Lt
1,032	38	5	32	1,069	360	1.71	1.0 2,765 -15	Carter Hawley Hale
1,300	-13	—	—	1,300**	286	22.41	470.0 3,003 121	Castle & Cooke
558	NA	—	83	642	548	0.01	0.7 11,436 210	Caterpillar
713	31	39	—	752	485	0.23	2.4 1,576 55	CBI Industries
1,350	2	217	—	1,567	225	± ²	5 3,261 112	CBS
246	5	—	—	246	776	0.99	14.1 114 26	Cellular Commun
930	38	272	—	1,202	314	0.09	2.7 1,149 65	Centel
465	11	9	17	492	644	0.02	0.5 2,368 265	Centerior Energy
643	28	20	—	662	534	±	5 2,289 55	Centex
381	NA	53	38	473††	660	0.02	0.8 2,744 356	Central & So West
467	NA	9	—	476††	656	0.79	3.4 513 49	Central Bancshares
559	18	17	132	707	506	0.22	1.1 605 56	Central Fidelity Bks
1,240	1	46	—	1,286	289	0.10	2.5 5,090 223	Champion Intl
680	NA	93	—	774	476	0.05	1.2 13,672 -334	Chase Manhattan
738	-34	341	—	1,079	358	0.09	1.7 7,987 291	Chemical Banking
1,102	17	207	—	1,310	283	0.02	5.1 38,607 2,157	Chevron
400	0	5	—	405	712	21.48	388.2 4,273 94	Chiquita Brands Intl
336	NA	—	—	340	745	1.39	13.2 79 4	Chiron
1,137	28	3,131	—	4,268	48	0.18	5.7 30,620 68	Chrysler
1,253	17	465	—	1,718	198	0.04	2.4 4,247 522	Chubb
1,283	16	25	—	1,308	284	0.05	2.0 18,164 330	Cigna
785	-23	277	150	1,211	312	0.19	2.8 1,013 91	Cincinnati Bell
631	NA	—	14	645††	545	0.48	8.2 1,049 129	Cincinnati Financial
440	9	4	—	444	686	0.02	0.4 1,438 235	Cincinnati G&E
††	—	—	—	—	—	±	5 3,751 -811	Circle K
782	2	—	—	782	471	1.68	16.1 2,329 71	Circuit City Stores

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. ²Owns 13.7% of Loews, which owns 22.9% of CBS. *Annualized salary. †Less than 0.01%.
\$Less than \$100,000. **Prior year data. ††New CEO; cash compensation is for another executive office. ††Directors fees only. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
Circus Circus/William G Bennett*	66	Phoenix AZ		administration	17	17
Citadel Holding/William C Walbrecher Jr	51	Baltimore MD	U of Hawaii, BS '62/Pennsylvania, MBA '78	banking	2	2
Citicorp/John S Reed	52	Chicago IL	MIT, BS '61/MS '65	banking	26	7
Citizens First Bncp/Rodney T Verblauw†	53	Hawthorne NJ		banking	36	1
Citizens Savings/Charles B Stuzin	49	Miami FL	Florida, BS '64/Miami, JD '67	legal	17	9
Citizens Utilities/Leonard Tow	63	Brooklyn NY	CUNY Brooklyn, BA '50/Columbia, PhD '60	finance	1	1
City National/Bram Goldsmith	68	Chicago IL		finance	16	16
Clark Equipment/Léo J McKernan	53	Philadelphia PA		operations	17	5
Clorox/Charles R Weaver	62	Kingman IN	Purdue, BS '50	marketing	38	6
CMS Energy/William T McCormick Jr	46	Washington DC	Cornell, BS '66/MIT, PhD '69	technical	6	6
Coast Savings Finl/Ray Martin	55	Nogales AZ		banking	32	7
Coastal Corp/James R Paul	56	Wichita KS	Wichita St, BS '56	finance	18	2
Coca-Cola/Roberto C Goizueta	59	Cuba	Yale, BS '53	technical	37	10
Coca-Cola Enterprises/Brian G Dyson	55	Argentina	U of Buenos Aires, BA '59	finance	32	5
Colgate-Palmolive/Reuben Mark	52	Jersey City NJ	Middlebury, BA '60/Harvard, MBA '63	marketing	28	7
Colorado Natl Bkshs/Will F Nicholson Jr*	62	Colorado Spr CO	MIT, BS '50/Denver, MBA '56	banking	21	6
Columbia Gas System/John H Croom	58	Fayetteville NC	N Carolina St, BS '54	marketing	37	7
Comcast/Ralph J Roberts*	71	New York NY	Pennsylvania, BS '41	administration	29	28
Comdisco/Kenneth N Pontikes*	51	Chicago IL	Southern Illinois, BA '63	marketing	22	22
Comerica/Eugene A Miller	53	Detroit MI	Detroit Tech, BBA '64	banking	36	2
Commerce Bcs/David W Kemper	40	Kansas City MO	Harvard, BA '72/Stanford, MBA '76	banking	13	5
Commercial Federal/William A Fitzgerald	53	Omaha NE	Creighton, BS '59	banking	36	16
Commonwealth Ed/James J O'Connor	54	Chicago IL	Holy Cross, BS '58/Georgetown, JD '63	administration	28	11
Community Psych/James W Conte*	63	Des Plaines IL	Roosevelt U, BS '50/Northwestern, MS '57	administration	22	14
Compaq Computer/Joseph R Canion*	46	Houston TX	Houston, BS '66/MS '68	technical	9	9
Computer Associates/Charles B Wang*	46	China	CUNY Queens, BS '67	technical	15	15
Computer Sciences/William R Hoover	61	Bingham Canyon UT	Utah, BS '53/MS '54	technical	27	19
ConAgra/Charles M Harper	63	Lansing MI	Purdue, BS '49/Chicago, MBA '50	administration	17	15
Conner Peripherals/Finis F Conner*	47	Gadsden AL	San Jose State, BS '69	marketing	6	6
Conseco/Stephen C Hilbert*	45	Terre Haute IN		insurance	12	12
Consolidated Edison/Eugene R McGrath	49	New York NY	Manhattan, BSME '63/Iona, MBA '80	technical	28	1
Consol Freightways/Raymond F O'Brien†	68	Atchison KS	Missouri, BA '48	finance	33	14
Consol Natural Gas/George A Davidson Jr	52	Pittsburgh PA	Pittsburgh, BS '60	technical	25	4
Consolidated Papers/George W Mead	63	Milwaukee WI	Yale, BS '50/Inst Paper Chem, MS '52	operations	39	25
Consolidated Rail/James A Hagen	59	Forrest City IA	St Ambrose, BA '56/U of Iowa, MA '58	marketing	2	2
Continental Airlines/Hollis L Harris	59	Carrollton GA	Georgia Tech, BS '61	technical	1	1
Continental Bank/Thomas C Theobald	54	Cincinnati OH	Holy Cross, AB '58/Harvard, MBA '60	banking	4	4
Continental Corp/John P Mascotte	52	Fort Wayne IN	Virginia, LLB '64	insurance	10	8
Control Data/Lawrence Perlman	53	St Paul MN	Carleton, BA '60/Harvard, JD '63	legal	11	1
Cooper Industries/Robert Cizik	60	Scranton PA	Connecticut, BA '53/Harvard, MBA '58	finance	30	16
Adolph Coors/William K Coors	74	Golden CO	Princeton, BS '38/MSCE '39	technical	52	21
CoreStates Financial/Terrence A Larsen	44	Chicago IL	Dallas, BA '68/Texas A&M, PhD '71	finance	14	3
Corning/James R Houghton	55	Corning NY	Harvard, AB '58/MBA '62	administration	29	8

*Company founder. †Succeeded by Donald E Moffitt 4/30/91. ‡Acting CEO.

Compensation					Rank among 800 execs	Stock owned		Company data ¹		Company
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$998	25%	—	—	\$998	388	9.43%	\$167.1	\$692	\$76	Circus Circus
335	0	\$69	—	404	715	†	\$	531	23	Citadel Holding
1,201	-19	322	\$171	1,694	200	0.16	8.7	38,385	318	Citicorp
357	NA	—	—	357	739	0.58	0.6	270	-80	Citizens First Bncp
503	12	47	—	551	602	33.21	7.7	395	4	Citizens Savings
NA	NA	—	—	—	—	†	\$	363	97	Citizens Utilities
1,026	9	1,506	4,559	7,091	18	16.27	71.2	501	44	City National
722	-53	186	249	1,157	325	0.21	1.0	1,445	50	Clark Equipment
807	10	670	—	1,478	243	0.20	4.2	1,558	141	Clorox
900	24	46	139	1,085	355	0.10	2.3	2,977	-494	CMS Energy
644	-20	—	—	644	546	0.11	\$	1,076	-63	Coast Savings Finl
918	—	15	1,488	2,421	117	0.07	2.3	9,381	226	Coastal Corp
3,142	15	1,656	2,190	6,988	21	0.40	144.5	10,236	1,382	Coca-Cola
991	17	20	—	1,011	380	0.18	3.9	4,034	93	Coca-Cola Enterprises
1,554	10	353	—	1,907	169	0.13	7.1	5,691	321	Colgate-Palmolive
362	13	4	—	366	734	1.01	1.8	406	3	Colorado Natl Bkshs
688	-7	55	—	743	489	0.07	1.4	2,358	105	Columbia Gas System
455	-3	156	1,171	1,782**	185	9.49	179.4	657	-178	Comcast
1,535	-43	—	—	1,535	232	22.96	248.0	2,015	83	Comdisco
854	17	—	—	854	447	0.13	1.3	1,324	129	Comerica
542	3	5	—	547	605	1.29	6.7	598	58	Commerce Bcshs
297	-12	62	—	359	738	1.73	0.5	534	1	Commercial Federal
607	12	—	—	607	565	†	0.5	5,262	128	Commonwealth Ed
1,200	17	85	—	1,285	290	1.01	16.7	371	83	Community Psych
2,327	10	—	—	2,327	123	0.20	10.6	3,599	455	Compaq Computer
1,957	9	—	—	1,957	164	4.20	70.7	1,311	162	Computer Associates
760	5	4	—	764	480	0.94	9.8	1,679	68	Computer Sciences
1,620	12	2,702	—	4,322	47	1.35	73.2	18,696	285	ConAgra
1,405	NA	—	—	1,405	261	3.07	48.4	1,338	130	Conner Peripherals
2,441	44	—	—	2,441**	111	2.14	6.3	758	42	Conseco
634	NA	256	—	890	428	†	0.2	5,739	572	Consolidated Edison
315†	—	291	332	938	414	0.11	0.6	4,209	-28	Consol Freightways
532	2	142	—	674	527	0.06	2.0	2,715	164	Consol Natural Gas
427	2	8	—	435	694	2.78	48.3	949	143	Consolidated Papers
789	159	11	—	800	468	†	\$	3,372	247	Consolidated Rail
275†	NA	3,030	—	3,305	70	0.93	0.9	6,231	-2,344	Continental Airlines
568	-51	4	—	572	588	0.18	1.3	3,070	75	Continental Bank
911	8	144	—	1,054	365	0.04	0.6	5,706	141	Continental Corp
900	—	566	—	1,466	244	0.23	1.3	1,691	3	Control Data
1,342	7	9	—	1,352	277	0.15	8.8	6,222	361	Cooper Industries
NA	NA	—	—	—	—	†	\$	1,863	39	Adolph Coors
798	-6	185	41	1,025	375	0.06	1.3	2,584	114	CoreStates Financial
916	-1	150	1,461	2,527	105	0.73	40.7	2,941	289	Corning

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. ²Shares are held in a family trust. [†]Paid to date. [‡]Less than 0.01%. [§]Less than \$100,000. ^{**}Prior year data. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm ²	as CEO
Costco Wholesale /James D Sinegal*	55	Pittsburgh PA	San Diego State, BA '59	sales	6	3
CPC International /Charles R Shoemate	51	La Harpe IL	Western Illinois, BS '62/Chicago, MBA '72	operations	29	1
Crane /Robert S Evans	47	Pittsburgh PA	Pennsylvania, BA '66/Columbia, MBA '68	finance	17	7
Cray Research /John A Rollwagen	50	Minneapolis MN	MIT, BS '62/Harvard, MBA '64	marketing	16	11
Crestar Financial /Richard G Tilghman	50	Norfolk VA	Virginia, BA '63	banking	24	6
CrossLand Savings FSB /Maurice L Reissman	48	Brooklyn NY	CUNY Baruch, BBA '89	banking	23	4
Crown Central Pet /Henry A Rosenberg Jr	61	Pittsburgh PA	Hobart, BA '52	administration	39	20
Crown Cork & Seal /William J Avery	50	Chicago IL	Chicago, BS '68	operations	32	2
CSX /John W Snow	51	Toledo OH	U of Toledo, BA '62/Virginia, PhD '65	legal	14	2
Cullen/Frost Bankers /Thomas C Frost	63	San Antonio TX	Washington & Lee, BS '50	banking	41	20
Cummins Engine /Henry B Schacht	56	Erie PA	Yale, BS '56/Harvard, MBA '62	administration	27	22
Cyprus Minerals /Chester B Stone Jr	56	Texarkana AR	Houston, BBA '58	finance	13	1
Dana /Southwood J Morcott	53	Covington GA	Davidson, BA '60/Michigan, MBA '63	operations	28	2
Dauphin Deposit /William J King	62	Philadelphia PA	Pennsylvania, BBA '74/La Salle, MBA '80	banking	12	5
Dayton Hudson /Kenneth A Macke	52	Templeton IA	Drake, BS '61	sales	30	8
Dean Foods /Howard M Dean Jr	54	NA	SMU, BBA '60/Northwestern, MBA '61	administration	36	4
Deere & Co /Hans W Becherer	56	Detroit MI	Trinity College CT, BA '57/Harvard, MBA '62	marketing	29	2
Delta Air Lines /Ronald W Allen	49	Atlanta GA	Georgia Tech, BSIE '64	administration	28	4
Deluxe /Harold V Haverly	61	Detroit MI		operations	37	1
Deposit Guaranty /Emerson B Robinson Jr	49	Centerville MS	Davidson, BS '63/Harvard, MBA '67	banking	24	1
DeSoto /Wesley L Anderson	49	Chicago IL	Northwestern, BS '64/Chicago, MBA '67	technical	27	1
Detroit Edison /John E Lobbia	49	Chicago IL	U of Detroit, BSEE '64	technical	27	1
Diamond Shamrock /Roger R Hemminghaus	54	St Louis MO	Auburn, BS '58	technical	7	4
Digital Equipment /Kenneth H Olsen*	65	Bridgeport CT	MIT, BS '50/MS '52	technical	34	34
Dillard Dept Stores /William T Dillard Sr*	76	Mineral Spr AR	Arkansas, BBA '35/Columbia, MS '37	sales	52	52
Dime Savings Bank FSB /Richard D Parsons	43	Queens NY	U of Hawaii, BA '68/Union, JD '71	legal	3	1
Discount Corp of NY /Ralph F Peters†	62	Garden City NY	Princeton, BA '51	banking	36	10
Walt Disney /Michael D Eisner	49	New York NY	Denison, BA '64	operations	7	7
Dominion Bankshares /Warner N Dalhouse	56	Roanoke VA	Virginia, BS '56	marketing	35	10
Dominion Resources /Thos E Capps	55	Wilmington NC	North Carolina, BA '58/JD '65	legal	7	1
RR Donnelley & Sons /John R Walter	44	Pittsburgh PA	Miami of Ohio, BS '68	administration	22	2
Dover /Gary L Roubos	54	Denver CO	Colorado, BS '59/Harvard, MBA '63	operations	20	10
Dow Chemical /Frank P Popoff	55	Bulgaria	Indiana, BS '57/MBA '59	marketing	32	3
Dow Jones /Peter R Kann	48	Princeton NJ	Harvard, BA '64	journalism	28	1
Downey S&L Assn /Gerald H McQuarrie*	69	Minersville UT	Compton, BA '41	administration	34	13
DPL /Peter H Forster	48	Germany	Wisconsin, BS '64/Columbia, JD '72	operations	18	6
DQE /Wesley W von Schack	47	New York NY	Fordham, AB '65/St John's, MBA '72	finance	7	5
Dresser Industries /John J Murphy	59	Olean NY	Rochester Ins Tech, AAS '52/SMU, MBA '81	operations	39	8
Dreyfus /Howard Stein	64	New York NY		finance	36	20
El du Pont de Nemours /Edgar S Woolard Jr	57	Washington NC	North Carolina St, BS '56	operations	33	2
Duke Power /William S Lee	61	Charlotte NC	Princeton, BS '51	technical	36	9
Dun & Bradstreet /Charles W Moritz	54	Washington DC	Yale, BA '58	marketing	31	6
E-Systems /E Gene Keiffer	61	Dallas TX	Southern Methodist, BSEE '55/MSEE '62	technical	41	2

*Company founder. †Acting CEO. ‡New CEO, less than six months' service. NA: Not available.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹		Company
		other (\$000)	stock gains (\$000)	total (\$000)				sales (\$mil)	profits (\$mil)	
\$416	20%	\$101	—	\$516	627	2.80%	\$77.5	\$4,420	\$56	Costco Wholesale
758	NA	355	\$92	1,204††	313	0.02	1.2	5,781	374	CPC International
1,037	-1	709	2,371	4,117	51	3.07	24.8	1,438	63	Crane
517	23	37	—	554	598	0.10	1.0	804	113	Cray Research
486	-20	15	—	501	634	0.13	0.8	1,264	61	Crestar Financial
675	21	50	—	725	501	0.36	\$	1,119	-421	CrossLand Savings FSB
973	6	10	—	983	395	0.20	0.6	2,060	26	Crown Central Pet
427	21	1	—	428	698	0.20	4.3	3,072	107	Crown Cork & Seal
967	9	330	89	1,385	266	0.03	1.4	8,205	416	CSX
356	2	21	—	377	723	3.05	2.2	323	-8	Cullen/Frost Bankers
442	-16	44	—	486	647	0.05	0.3	3,462	-165	Cummins Engine
443	NA	11	—	454††	679	0.05	0.4	1,866	111	Cyprus Minerals
520	-7	313	13	846	449	0.11	1.5	5,225	76	Dana
463	9	2	1	466	670	0.09	0.4	335	45	Dauphin Deposit
1,636	13	260	1,545	3,441	65	0.15	8.3	14,739	410	Dayton Hudson
659	16	784	56	1,498	238	0.51	6.3	2,146	67	Dean Foods
1,026	33	—	141	1,167	322	0.02	0.7	7,678	290	Deere & Co
752	12	4	430	1,186	319	0.03	0.8	8,707	-154	Delta Air Lines
717	20	61	—	778	473	0.06	1.9	1,414	172	Deluxe
255	0	12	—	267	769	0.46	1.0	467	25	Deposit Guaranty
185*	NA	—	140	325	751	0.17	\$	74	88	DeSoto
381	—	60	—	441	688	†	0.2	3,307	515	Detroit Edison
670	12	35	—	706	507	0.14	0.9	2,708	78	Diamond Shamrock
982	3	—	—	982	397	2.03	174.2	13,072	-95	Digital Equipment
1,638	1	205	379	2,221	130	3.72	161.3	3,606	183	Dillard Dept Stores
525*	NA	14	—	539	615	0.27	0.4	1,099	-136	Dime Savings Bank FSB
NA	NA	—	—	—	—	0.37	0.4	365	4	Discount Corp of NY
11,233	17	—	—	11,233	8	0.29	45.0	6,048	820	Walt Disney
559	-21	34	71	664	533	0.17	0.7	1,106	-37	Dominion Bankshares
611	4	7	—	618	560	0.01	0.5	3,533	446	Dominion Resources
768	22	65	—	832	453	0.04	1.5	3,498	226	RR Donnelley & Sons
775	7	369	—	1,144	328	0.09	2.2	2,210	156	Dover
933	-3	659	—	1,593	219	0.03	3.9	19,773	1,384	Dow Chemical
535	NA	70	—	605††	567	0.01	0.4	1,720	107	Dow Jones
420	1	—	—	420	704	11.58	32.8	400	42	Downey S&L Assn
613	8	—	—	613	562	0.02	0.3	946	153	DPL
465	38	—	—	465	671	0.02	0.3	1,134	122	DQE
1,108	12	34	863	2,006	161	0.07	2.2	4,706	169	Dresser Industries
2,384	56	1,187	—	3,571**	58	2.83	43.6	261	62	Dreyfus
1,511	17	6	106	1,623	215	0.09	23.4	39,709	2,310	El du Pont de Nemours
520	5	391	—	911	423	0.05	2.8	3,681	538	Duke Power
1,465	15	507	1,151	3,123	77	0.04	3.3	4,818	508	Dun & Bradstreet
884	17	400	—	1,284	291	0.14	1.7	1,810	86	E-Systems

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
Eastman Kodak /Kay R Whitmore	58	Salt Lake City UT	Utah, BS '57/MIT, MS '75	technical	34	1
Eaton /James R Stover	64	Marion IN	George Washington, LLB '55	operations	36	5
Echlin /Frederick J Mancheski	64	Stevens Point WI	Wisconsin, BS '48	operations	28	22
Ecolab /Pierson M Grieve	63	Flint MI	Northwestern, BS '50	administration	8	8
EG&G /John M Kucharski	55	Milwaukee WI	Marquette, BS '58/George Washington, JD '65	technical	19	4
Emerson Electric /Charles F Knight	55	Lake Forest IL	Cornell, BME '58/MBA '59	administration	18	18
Engelhard /Orin R Smith	55	Newark NJ	Brown, BA '57/Seton Hall, MBA '64	marketing	14	7
Enron /Kenneth L Lay	49	Tyrone MO	Missouri, BA '64/Houston, PhD '70	operations	7	7
Enserch /William C McCord	63	San Antonio TX	Texas A&M, BS '49	technical	42	20
Entergy /Edwin Lupberger	54	Atlanta GA	Davidson, AB '58/Emory, MBA '63	finance	12	5
Equifax /C B Rogers Jr	61	New York NY	Gettysburg Col, BA '51/Geo Washington, MBA '62	administration	4	2
Equifax /Gary W Fiedler	46	Elizabeth NJ	Carnegie-Mellon, BS '69	banking	1	1
Equitable of Iowa /Frederick S Hubbell	40	Des Moines IA	North Carolina, BA '73/U of Iowa, JD '76	legal	8	2
Ethyl /Floyd D Gottwald Jr	68	Richmond VA	Va Military Inst, BS '43/Richmond, MS '51	administration	48	21
Exxon /Lawrence G Rawl	63	Lyndhurst NJ	Oklahoma, BS '52	technical	39	4
Farm & Home Finl /Daniel C Arnold	61	Houston TX	Texas, BBA '51/LLB '53	banking	2	2
Federal Express /Frederick W Smith*	46	Marks MS	Yale, BA '66	technical	20	20
Federal Home Loan Mort /Leland C Brendsel	49	Sioux Falls SD	Colorado, BS '67/Northwestern, PhD '73	finance	9	6
Federal Natl Mortgage /James A Johnson	47	Benson MN	Minnesota, BA '65/Princeton, MA '68	finance	1	†
Federal Paper Board /John R Kennedy	60	New York NY	Georgetown, BS '52	sales	40	16
Fifth Third Bancorp /George A Schaefer Jr	46	Cincinnati OH	US Military Acad, BS '67/Xavier, MBA '74	banking	20	†
Figgie Int'l /Harry E Figgie Jr	67	Lakewood OH	Case Western Res, BSME '47/Harvard, MBA '49	operations	27	27
First Alabama Bchs /J Stanley Mackin	58	Birmingham AL	Auburn, BS '54	banking	25	1
First American Corp /James F Smith Jr	61	Knoxville TN	Tenn Knoxville, BS '51	banking	16	1
First Bancp Ohio /Howard L Flood	56	Staten Island NY		banking	28	6
First Bank System /John F Grundhofer	52	Los Angeles CA	Loyola, BA '60/USC, MBA '64	banking	1	1
First Capital Holding /Robert I Weingarten*	49	Brooklyn NY	CUNY City Col, BBA '62	finance	20	8
First Chicago /Barry F Sullivan	60	Bronx NY	Columbia, BA '55/Chicago, MBA '57	banking	11	11
First Citizens Bchs /Lewis R Holding	63	Smithfield NC	North Carolina, BS '50/Harvard, MBA '52	finance	38	34
First City Bancp Texas /C Ivan Wilson	63	Kerrville TX	Southwest Texas St, BS '49	banking	27	†
First Commerce /Ian Arnof	51	McCrory AR	Vanderbilt, BA '61/Harvard, MBA '63	banking	13	8
First Empire State /Robert G Wilmers	57	New York NY	Harvard, BA '56	banking	9	8
First Executive /Fred Carr	60	Los Angeles CA		finance	17	17
First Fidelity Bancp /Anthony P Terracciano	52	Bayonne NJ	St Peter's, BS '60/Fordham, MA '62	banking	1	1
First Financial Mgmt /Patrick H Thomas	48	Atlanta GA	Georgia St, BS '60/MS '61	banking	20	17
First Florida Banks /A Bronson Thayer	51	Mineola NY	Harvard, BA '61/NYU, MBA '67	finance	9	8
First Hawaiian /Walter A Dods Jr	50	Honolulu HI	U of Hawaii, BBA '67	marketing	22	2
First Interstate Bancp /Edward M Carson	61	Tucson AZ	Arizona St, BS '51/Rutgers	banking	40	1
First of America Bank /Daniel R Smith	57	Kalamazoo MI	Western Michigan, BBA '55	banking	35	6
First Security /Spencer F Eccles	56	Ogden UT	Utah, BS '56/Columbia, MA '59	banking	32	9
First Tennessee Natl /Ronald Terry	60	Memphis TN	Memphis St, BS '52	banking	34	18
First Union /Edward E Crutchfield Jr	49	Dearborn MI	Davidson, BA '63/Pennsylvania, MBA '65	banking	26	7
First Virginia Banks /Robert H Zalokar	64	West Mineral KS	Kansas, BS '50	banking	36	6

*Company founder. †Resigned 3/14/91. ‡New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹		Company
		other (\$000)	stock gains (\$000)	total (\$000)				sales (\$mil)	profits (\$mil)	
\$1,415	NA	—	—	\$1,415	255	±	\$0.7	\$18,908	\$703	Eastman Kodak
1,053	-8%	\$456	—	1,509	234	0.14%	2.7	3,639	179	Eaton
575	NA	1	—	576	585	0.86	5.4	1,652	45	Echlin
875	NA	328	\$131	1,334	278	0.61	4.0	1,390	54	Ecolab
505	11	—	32	538	617	0.06	0.7	2,474	74	EG&G
1,774	0	2,167	—	3,941	55	0.22	22.8	7,728	618	Emerson Electric
1,137	18	240	387	1,764	187	0.52	6.2	2,942	70	Engelhard
1,536	13	58	936	2,530	104	0.26	7.3	13,165	202	Enron
991	33	8	60	1,059	362	0.04	0.5	2,815	103	Enserch
757	9	18	—	775	475	±	0.1	3,982	478	Entergy
645	NA	1,119	—	1,764	188	0.13	2.2	1,079	64	Equifax
325*	NA	—	—	325	751	±	\$	431	-140	Equimark
474	26	—	—	474	659	1.23	2.2	657	24	Equitable of Iowa
937	9	10	147	1,093	350	5.12	181.0	2,514	232	Ethyl
1,551	12	81	—	1,632	214	0.01	8.7	105,519	5,010	Exxon
253	11	—	—	253	773	1.17	0.5	301	4	Farm & Home Finl
579	-34	—	—	579	582	8.05	148.7	7,688	18	Federal Express
531	NA	34	—	566	593	0.02	1.1	3,999	414	Federal Home Loan Mor
664	NA	57	—	722**	503	0.02	2.1	12,720	1,173	Federal Natl Mortgage
1,813	11	—	—	1,813	180	1.95	22.6	1,366	118	Federal Paper Board
588	NA	—	154	742	491	0.13	2.2	834	120	Fifth Third Bancorp
1,636	NA	474	—	2,060	157	8.43	29.0	1,361	40	Figgie Intl
446	NA	26	—	472	663	0.11	0.9	612	69	First Alabama Bchs
294	NA	—	—	294	763	0.49	1.3	733	-62	First American Corp
310	6	4	—	314	757	0.09	0.3	365	35	First Bancp Ohio
788*	NA	858	—	1,646	213	0.01	5.2	2,139	131	First Bank System
1,350	-29	4	—	1,354	275	0.77	1.0	1,004	42	First Capital Holding
736	-50	4	—	740	494	0.33	5.5	5,693	249	First Chicago
367	14	5	—	372	727	9.97	19.4	421	28	First Citizens Bchs
500*	NA	—	—	500	636	0.14	0.1	1,352	-158	First City Bncp Texas
451	-11	—	—	451	680	0.39	0.9	482	22	First Commerce
479	3	9	—	489	645	7.58	38.5	713	54	First Empire State
613	1	—	—	613	563	1.15	0.3	872	-736	First Executive
875*	52	—	—	875	439	0.02	0.4	3,053	-6	First Fidelity Bncp
2,306	0	97	—	2,603	99	1.33	13.8	1,284	73	First Financial Mgmt
††	—	—	—	—	—	0.65	1.3	585	-12	First Florida Banks
608	17	250	—	858	446	0.83	7.0	541	72	First Hawaiian
909	NA	178	—	1,087	354	0.04	0.8	5,934	439	First Interstate Bncp
917	41	—	12	929	416	0.12	1.1	1,389	132	First of America Bank
430	4	34	—	464	674	3.78	18.2	703	46	First Security
493	27	160	—	653	540	1.34	6.2	740	48	First Tennessee Natl
600	-41	80	—	680	521	0.08	1.8	4,069	304	First Union
604	5	28	—	632	551	0.14	0.9	570	65	First Virginia Banks

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
First Wachovia /John G Medlin Jr	57	Benson NC	N Carolina, BS '56	banking	32	14
FirstStar /Roger L Fitzsimonds	53	Milwaukee WI	U Wisconsin Milwaukee, BA '60/MBA '71	banking	27	†
FirstFed Michigan /C Gene Harling	45	Gainesville FL	Florida, BBA '68/Wayne St, MBA '69	finance	12	1
FirstTier Financial /David A Rismiller	55	Baltimore MD	Ohio St, BS	banking	3	2
Fleet/Norstar Finl /Terrence Murray	51	Woonsocket RI	Harvard, BA '62	banking	29	9
Fleetwood Enterprises /John C Crean*	65	Bowden ND		operations	41	41
Fleming Cos /E Dean Wieries	62	Tescott KS	Kansas, BS '52	operations	37	3
FlightSafety Intl /Albert L Ueltschi*	74	Frankfort KY		technical	40	40
Florida Progress /Jack B Critchfield	58	Rockwood PA	Slippery Rock U, BS '55/Pittsburgh, MA '60	administration	8	1
Fluor /Leslie G McCraw	56	Sandy Springs GA	Clemson, BSCE '56	technical	16	1
FMC /Robert H Malott	64	Boston MA	Kansas, AB '48/Harvard, MBA '50	operations	38	19
Food Lion /Tom E Smith	50	Salisbury NC	Catawba, BA '64	sales	21	5
Ford Motor /Harold A Poling	65	Detroit MI	Monmouth, BA '49/Indiana, MBA '51	administration	40	1
Forest Labs /Howard Solomon	64	NA	CUNY City Col, BA '49/Yale, JD '52	legal	13	14
Fortune Financial /Rausey W Mason	53	Atlanta GA	Georgia Tech, BS	banking	8	1
Foster Wheeler /Louis E Azzato	60	New York NY	CUNY City Col, BS '52	technical	39	10
Fourth Financial /Jordan L Haines	64	Sabetha KS	Kansas, BA '49/LD '57	administration	29	6
FPL Group /James L Broadhead	56	New Rochelle NY	Cornell, BSME '58/Columbia, JD '63	technical	3	2
Franklin Resources /Charles B Johnson	58	Montclair NJ	Yale, BA '54	finance	34	20
Freeport-McMoRan /James R Moffett	52	Houma LA	Texas, BS '61/Tulane, MS '63	technical	21	7
Fruit of the Loom /William Farley	48	Pawtucket RI	Bowdoin, AB '64/Boston C, JD '69	legal	15	6
Fund American Cos /John J Byrne	58	Passaic NJ	Rutgers, BS '54/Michigan, MS '59	insurance	6	6
Gannett /John J Curley	52	Easton PA	Dickinson, BA '60/Columbia, MS '63	journalism	21	5
Gap /Donald G Fisher*	62	San Francisco CA	Calif Berkeley, BS '50	finance	22	22
GATX /James J Glasser	56	Chicago IL	Yale, AB '55/Harvard, JD '58	legal	30	13
Geico /William B Snyder	51	Clarksburg WV	Texas Tech, BS '55	marketing	14	6
GenCorp /A William Reynolds	57	Columbus OH	Harvard, AB '55/Stanford, MBA '57	administration	7	6
Genentech /G Kirk Raab	55	New York NY	Colgate, BS '59	marketing	6	1
General Cinema /Richard A Smith	66	Boston MA	Harvard, BS '46	administration	44	44
General Dynamics /William A Anders	57	Hong Kong	US Naval Acad, BSEE '55	operations	1	†
General Electric /John F Welch Jr	55	Peabody MA	Massachusetts, BS '57/Illinois, PhD '60	technical	31	10
General Mills /H Brewster Atwater Jr	60	Minneapolis MN	Princeton, AB '52/Stanford, MBA '54	marketing	33	10
General Motors /Robert C Stempel	57	Trenton NJ	Worcester Polytech, BSME '55/PhD '77	technical	33	1
General Public Utils /Standley H Hoch	58	Canonsburg PA	Oberlin, BA '54	finance	2	2
General Re /Ronald E Ferguson	49	Chicago IL	Blackburn, BA '63/Michigan, MS '65	insurance	22	4
General Signal /Edmund M Carpenter	49	Toledo OH	Michigan, BSE '63/MBA '64	operations	3	3
Genuine Parts /Larry L Prince	52	Dyersburg TN	Memphis St	administration	33	1
Georgia Gulf /Jerry R Satrum	46	Silverton OR	Oregon St, BS '68	finance	6	†
Georgia-Pacific /J Marshall Hahn Jr	64	Lexington KY	Kentucky, BS '45/MIT, PhD '50	technical	16	8
Gerber Products /Alfred A Piergallini	44	Martin's Creek PA	Lafayette, BA '68/Chicago, MBA '70	marketing	2	1
Giant Food /Israel Cohen*	78	Israel		administration	55	14
Gillette /Alfred M Zeien	61	New York NY	Webb Institute, BS '52	operations	23	†
PH Glatfelter /Thomas C Norris	53	York PA	Gettysburg Col, BA '60	administration	31	11

*Company founder. †New CEO, less than six months' service. NA: Not available.

Compensation					Rank among 800 execs	Stock owned		Company data¹		Company
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$1,013	24%	\$26	\$6	\$1,045	369	0.09%	\$3.5	\$2,519	\$297	First Wachovia
560	NA	29	176	765††	479	0.10	0.7	976	98	Firststar
406	10	—	—	406	709	0.14	0.2	1,078	32	FirstFed Michigan
363	—	7	—	370	728	0.11	0.2	294	3	FirsTier Financial
756	-43	76	—	831	454	0.14	3.5	3,933	-49	Fleet/Norstar Finl
633	-18	585	—	1,218	305	17.95	120.2	1,449	36	Fleetwood Enterprises
683	26	—	14	697	513	0.25	2.9	11,933	97	Fleming Cos
367	23	—	—	367	733	34.32	557.1	273	76	FlightSafety Intl
511	28	—	—	511	630	†	0.1	2,011	165	Florida Progress
899	—	10	—	909	424	0.03	1.2	7,328	145	Fluor
1,207	11	114	—	1,321	282	0.60	8.8	3,722	155	FMC
795	37	30	120	946	412	0.83	48.2	5,584	173	Food Lion
1,221	—	—	—	1,221	304	0.04	6.4	97,650	860	Ford Motor
340	NA	—	—	340	746	1.66	23.6	162	36	Forest Labs
221	NA	—	—	221	779	0.67	0.3	296	-3	Fortune Financial
1,022	130	—	—	1,022	378	0.12	1.2	1,661	38	Foster Wheeler
375	-16	21	51	447	683	0.51	1.8	386	18	Fourth Financial
867	9	303	—	1,170	321	0.01	0.5	6,289	-391	FPL Group
480	6	20	—	499	638	22.88	328.4	293	91	Franklin Resources
2,018	48	699	2,416	5,132	34	0.93	19.1	1,581	314	Freeport-McMoRan
NA	NA	—	—	—	—	27.26	241.7	1,427	77	Fruit of the Loom
3,369	296	5	—	3,373	68	†	5	275	-119	Fund American Cos
1,300	1	848	—	2,148	141	0.06	4.4	3,442	377	Gannett
1,746	27	15	—	1,761**	190	26.52	1,125.0	1,934	145	Gap
780	-5	667	—	1,447	249	0.59	3.6	870	83	GATX
992	42	514	—	1,507	236	0.33	9.2	1,935	208	Geico
821	3	9	—	829	457	0.22	0.5	1,775	63	GenCorp
675	NA	196	8,308	9,180	9	0.01	0.4	447	-98	Genentech
1,233	17	439	—	1,572	207	23.41	376.4	2,199	120	General Cinema
800*	NA	—	—	800	467	0.07	1.2	10,173	-578	General Dynamics
2,983	13	—	2,049	5,032	35	0.02	13.6	58,414	4,303	General Electric
1,431	0	95	—	1,526	233	0.15	13.7	7,032	457	General Mills
869	NA	1,229	91	2,189	136	0.01	3.2	124,705	-1,986	General Motors
668	30	67	—	735	497	†	0.1	2,996	278	General Public Utils
1,223	11	188	497	1,908	168	0.02	1.7	2,993	614	General Re
758	-28	128	—	886	433	0.08	0.8	1,695	-33	General Signal
564	8	—	—	564	594	0.04	1.2	3,319	207	Genuine Parts
557	NA	7	—	564††	595	3.23	20.4	932	95	Georgia Gulf
1,500	-12	254	—	1,754	192	0.17	6.7	12,665	365	Georgia-Pacific
575	NA	155	—	731	499	0.06	1.4	1,178	114	Gerber Products
1,213	-3	37	10,241	11,491	6	4.79	83.9	3,350	119	Giant Food
785	NA	34	1,153	1,972††	162	0.11	7.8	4,345	368	Gillette
661	7	314	—	974	404	0.12	1.4	625	88	PH Glatfelter

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
GlenFed/Norman M Coulson	58	Hill CA	Cal St Long Beach, BA '57/Pepperdine, MBA '73	banking	34	4
Golden West Finl/Herbert M Sandler*	59	New York NY	CUNY City Col, BSS '51/Columbia, JSD '54	finance	28	28
Goldome/Thomas A Cooper	54	Philadelphia PA	Haverford, BA '57	banking	2	2
BF Goodrich/John D Ong	57	Uhrichsville OH	Ohio St, BA '54/Harvard, LLB '57	operations	30	12
Goodyear/Tom H Barrett	60	Topeka KS	Kansas St, BS '53/MIT, MA '69	technical	38	2
WR Grace/J Peter Grace	78	Manhasset NY	Yale, BA '36	finance	55	46
WW Grainger/David W Grainger	63	Chicago IL	Wisconsin, BSEE '50	administration	39	17
Great American Bank/Robert L Kemper	62	Sacramento CA	Santa Clara U, BS '50	banking	1	1
Great American Mgmt/Samuel Zell	49	Chicago IL	Michigan, BA '61/JD '63	finance	10	8
Great A&P Tea/James Wood	61	England		sales	11	11
Great Lakes Bancorp/Roy E Weber	62	Ann Arbor MI		banking	41	22
Great Lakes Chemical/Emerson Kampen	63	Kalamazoo MI	Michigan, BS '51	operations	40	14
Gt Western Financial/James F Montgomery	56	Topeka KS	UCLA, BS '57	finance	16	12
Greater NY Savings/Charles J Ohlig	54	Jamaica NY	Pace, BBA '71	finance	10	3
Greyhound Dial/John W Teets	57	Elgin IL		administration	27	10
Grumman/Renzo L Caporali	58	Batavia NY	Clarkson, BCE '54/Princeton, PhD '64	technical	32	1
GTE/James L Johnson	64	Vernon TX	Texas Tech, BA '49	finance	42	3
Gulf States Utils/E Linn Draper Jr	49	Houston TX	Rice, BS '65/Cornell, PhD '70	technical	12	5
Halliburton/Thomas H Cruikshank	59	Lake Charles LA	Rice, BA '52/Houston, MA '55	legal	22	8
Hannaford Bros/James L Moody Jr	59	Manchester NH	Bates, BA '53	finance	32	18
Hanover Insurance/William J O'Brien	58	Yonkers NY	Fordham, BS '54	insurance	20	11
Harcourt Brace/Peter W Jovanovich	42	New York NY	Princeton, BA '72	administration	11	1
Harnischfeger Inds/William W Goessel	63	Beloit WI	Carthage, BA '50	operations	9	6
Harris Corp/John T Hartley	61	Jacksonville FL	Auburn, BS '55	operations	35	5
Harsco/Malcolm W Gambill	60	Crumpler NC	Yale, BS '53	operations	36	4
Hartford Steam Boiler/Wilson Wilde	63	Hartford CT	Williams, BA '49	insurance	37	20
Hartmarx/Harvey A Weinberg	53	Chicago IL	Wisconsin, BS '59	sales	22	4
Hasbros/Alan G Hassenfeld	42	Providence RI	Pennsylvania, BA '70	operations	21	2
Hawaiian Electric/Robert F Clarke	49	Oakland CA	Calif Berkeley, BA '65/MBA '66	finance	4	4
Hechinger/John W Hechinger Jr	41	Washington DC	Boston C, BS '72	operations	19	1
HJ Heinz/Anthony J F O'Reilly	55	Ireland	U of Dublin, BCL '58/U of Bradford, PhD '80	marketing	22	12
Henley Group/Michael D Dingman	59	New Haven CT		administration	21	21
Hercules/Thomas L Gossage	57	Nashville TN	Georgia Tech, BS '56/MS '57	technical	3	4
Hershey Foods/Richard A Zimmerman	59	Lebanon PA	Penn St, BA '53	operations	33	7
Hewlett-Packard/John A Young	59	Nampa ID	Oregon St, BS '53/Stanford, MBA '58	technical	33	13
Hibernia/Martin C Miller	56	Mason City IA	William & Mary, BA '57/Pennsylvania, MBA '59	banking	18	18
Hillenbrand Inds/W August Hillenbrand	50	Batesville IN	St Joseph's, BS '65	administration	25	2
Hills Dept Stores/Michael Bozic	50	Pittsburgh PA	Pittsburgh, BA '63	operations	4	4
Hilton Hotels/Barron Hilton	63	Dallas TX		administration	37	25
Home Depot/Bernard Marcus*	62	Newark NJ	Rutgers, BS '54	administration	13	13
HomeFed/Robert F Adelizzi	56	Philadelphia PA	Dartmouth, AB '57/U of San Diego, JD '63	legal	28	1
Homestake Mining/Harry M Conger	60	Seattle WA	Colo Sch Mines, EM '55	technical	16	12
Honeywell/James J Renier	61	Duluth MN	Col of St Thomas, BS '51/Iowa St, PhD '55	technical	35	4

*Company founder. *Office jointly held with Marion O Sandler. †New CEO, less than six months' service.

Compensation					Rank among 800 execs	Stock owned		Company data ¹		Company
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$681	-10%	\$16	\$167	\$864	444	0.14%	\$0.4	\$2,338	\$-71	GlenFed
721	8	4	697	1,421	253	7.02	150.1	2,127	182	Golden West Finl
1,000	36	57	—	1,057	363	0.07	\$	1,251	6	Goldome
1,003	-3	823	68	1,893	172	0.25	2.4	2,433	136	BF Goodrich
800	-16	80	—	880	438	0.03	0.3	11,273	-38	Goodyear
1,585	4	86	—	1,671	209	0.36	9.7	6,754	203	WR Grace
720	-15	321	—	1,041	370	10.73	239.1	1,935	127	WW Grainger
420*	NA	20	—	440	691	±	\$	1,400	-342	Great American Bank
††	—	—	—	—	—	73.73 ²	261.7	1,871	72	Great American Mgmt
3,421	7	8	—	3,429	66	0.03	0.6	11,391	151	Great A&P Tea
428	-9	—	—	428	697	1.12	0.6	369	-27	Great Lakes Bancorp
924	12	6	179	1,108	343	0.78	22.0	1,066	141	Great Lakes Chemical
1,351	4	93	—	1,443	251	0.15	3.3	4,212	193	Gt Western Financial
440	1	54	—	494	642	0.17	\$	281	-17	Greater NY Savings
2,035	16	944	—	2,979	79	1.11	15.0	3,519	16	Greyhound Dial
435	NA	44	—	479	652	0.11	0.6	3,990	86	Grumman
1,742	23	403	—	2,145	143	±	1.5	18,374	1,541	GTE
350	2	10	—	360	737	0.02	0.2	1,691	-44	Gulf States Utils
1,100	63	579	—	1,679	206	0.09	4.4	6,926	197	Halliburton
513	-28	578	1	1,092	352	1.75	14.8	1,688	42	Hannaford Bros
406	9	—	—	406	711	0.16	1.0	1,749	53	Hanover Insurance
400	—	4	—	404**	714	0.14	\$	1,413	-81	Harcourt Brace
961	6	—	1,290	2,252	128	0.75	4.5	1,717	69	Harnischfeger Inds
1,078	28	32	129	1,239	299	0.04	0.4	3,054	36	Harris Corp
623	10	163	—	786	470	0.18	1.2	1,760	73	Harsco
943	17	420	754	2,117	149	0.42	5.4	562	79	Hartford Steam Boiler
565	NA	12	—	577	584	0.17	0.4	1,296	-62	Hartmarx
1,148	15	67	—	1,215	306	3.50	55.8	1,520	89	Hasbro
223	NA	132	—	355††	740	0.02	0.2	1,011	44	Hawaiian Electric
427	NA	—	—	427**	699	1.37	5.5	1,392	23	Hechinger
1,231	9	2,041	—	3,272	72	0.21	20.6	6,503	547	HJ Heinz
850	-16	20	—	870	441	0.52	2.4	1,871	-101	Kenley Group
461	NA	9	—	470††	665	0.12	1.9	3,200	96	Hercules
770	-4	488	—	1,258	298	0.17	6.4	2,716	216	Hershey Foods
1,498	-5	2,478	394	4,370	45	0.06	8.2	13,538	771	Hewlett-Packard
512	-57	182	—	694	515	0.48	1.0	829	-11	Hibernia
781	0	284	—	1,065	361	5.44	85.9	1,107	76	Hillenbrand Inds
NA	NA	—	—	—	—	±	\$	2,188	-6	Hills Dept Stores
1,050	-9	4	—	1,054	366	24.75	501.1	1,087	113	Hilton Hotels
1,587	0	159	—	1,745	194	4.85	341.6	3,815	163	Home Depot
522	—	9	79	611	564	0.05	\$	1,906	-248	HomeFed
661	7	13	41	715	505	0.14	2.0	482	21	Homestake Mining
1,469	8	238	342	2,049	158	0.15	6.4	6,309	382	Honeywell

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Geo A Hormel/Richard L Knowlton	58	Austin MN	Colorado, BA '54	marketing	43	10
Household Intl/Donald C Clark	59	Brooklyn NY	Clarkson, BBA '53/Northwestern, MBA '61	finance	36	9
Houston Industries/Don D Jordan	59	Corp Christi TX	Texas, BBA '54/S Texas Col of Law, JD '69	legal	35	14
Howard Savings Bank/William P Tuggle III	58	El Dorado AK	North Carolina, BS '55/MBA '59	banking	1	1
Hubbell/G J Ratcliffe	54	Charleston WV	Virginia, LLB '61	legal	17	3
Humana/David A Jones*	59	Louisville KY	Louisville, BS '54/Yale, JD '60	legal	30	30
Huntington Bcschs/Frank Wobst	57	Germany	U of Erlangen, BA '55/Rutgers, MBA '64	banking	17	10
ICH/John Franco	49	New York NY	Columbia, AB '63/NYU, LLB '67	finance	2	2
Idaho Power/Joseph W Marshall	52	Twin Falls ID	US Naval Acad, BS '61	technical	22	2
Illinois Power/Larry D Haab	53	Fairbury IL	Millikin, BS '59	operations	26	4
Illinois Tool Works/John D Nichols	60	China	Harvard, BA '53/MBA '55	operations	11	9
IMC Fertilizer Group/Billie B Turner	60	Whitesboro TX	Texas A&M, BS '52	sales	37	8
Imcera Group/George D Kennedy	54	Pittsburgh PA	Williams, BA '48	administration	20	8
INB Financial/Thomas M Miller	61	Corydon IN	Indiana, BS '52	banking	37	10
Ingersoll-Rand/Theodore H Black	62	Jersey City NJ	US Naval Acad, BS '53	technical	34	3
Inland Steel Inds/Frank W Luerssen	63	Reading PA	Penn St, BS '50/Lehigh, MS '51	technical	39	8
Inspiration Resource/Reuben F Richards	61	New York NY	Harvard, AB '52	banking	9	8
Integra Financial/William F Roemer	57	Youngstown OH	Princeton, BA '55	banking	21	12
Intel/Andrew S Grove	54	Hungary	CUNY City Col, BS '60/Calif Berkeley, PhD '63	technical	23	4
Intelligent Electron/Richard D Sanford*	47	New York NY	Hofstra, BA '71	finance	9	9
Interco/Richard B Loynd	63	Norristown PA	Cornell, BSEE '50	administration	2	2
Intergraph/James W Meadlock*	57	Taylorsville NC	North Carolina St, BS '56	technical	22	22
IBM/John F Akers	56	Boston MA	Yale, BS '56	marketing	31	6
Intl Flavors & Frags/Eugene P Grisanti	61	Buffalo NY	Boston U, LLB '53/Harvard, LLM '54	legal	31	6
Intl Multifoods/Anthony Luiso	47	Italy	Iona, BA '67/Chicago, MBA '82	finance	4	2
International Paper/John A Georges	60	El Paso TX	Illinois, BS '51/Drexel, MS '57	technical	12	7
Interpublic Group/Philip H Geier Jr	56	Pontiac MI	Colgate, BA '57/Columbia, MBA '58	administration	16	11
Ipalco Enterprises/John R Hodowal	46	Dayton OH	Purdue, BSIE '66/Indiana, JD '70	technical	23	2
Itel/Samuel Zell	49	Chicago IL	Michigan, BA '61/JD '63	finance	23	23
ITT/Rand V Araskog	59	Fergus Falls MN	US Military Acad, BS '53	administration	24	12
James River Corp Va/Robert C Williams*	61	Cincinnati OH	Cincinnati, BSME '53/Xavier, MBA '57	technical	32	1
Jefferson-Pilot/W Roger Soles	70	Whiteville NC	North Carolina, BS '47	finance	44	24
Johnson & Johnson/Ralph S Larsen	52	Brooklyn NY	Hofstra, BBA '62	operations	29	2
Johnson Controls/James H Keyes	50	La Crosse WI	Marquette, BS '62/Northwestern, MBA '63	finance	25	3
Jostens/H William Lorton	61	Greenwich CT	Principia, BA '51	sales	36	19
JWP/Andrew T Dwyer	42	Morristown NJ	Yale, BA '71/New York Law Sch, JD '74	legal	15	6
Kansas City P&L/Drue Jennings	44	Topeka KS	Kansas, BS '68/JD '72	legal	17	3
Kansas Power & Light/John E Hayes Jr	53	Kansas City MO	Rockhurst, BS '59	administration	2	2
Kaufman & Broad Home/Bruce E Karatz	45	Chicago IL	Boston U, BA '67/USC, JD '70	legal	19	5
Kellogg/William E LaMothe	64	Brooklyn NY	Fordham, BA '50	marketing	41	12
Kelly Services/Terence E Adderley	57	Detroit MI	Michigan, BBA '55/MBA '56	finance	33	24
Kemper/Joseph E Luecke	64	Philadelphia PA	La Salle, BA '50	insurance	40	12
Kentucky Utilities/John T Newton	60	Shelbyville KY	Western Kentucky, BS '52	finance	33	4

*Company founder. †New CEO, less than six months' service.

Compensation					Rank among 800 execs	Stock owned		Company data ¹		Company
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$1,595	53%	\$9	\$1,900	\$3,504	62	0.26%	\$4.4	\$2,762	\$83	Geo A Hormel
1,422	23	1,207	—	2,629	98	0.40	6.8	4,320	235	Household Intl
688	0	150	—	838	450	0.03	1.5	4,179	340	Houston Industries
554	NA	—	—	554	599	†	§	439	-161	Howard Savings Bank
724	13	3	573	1,300	287	0.28	4.0	720	86	Hubbell
1,142	10	161	—	1,303	285	2.21	117.6	5,261	332	Humana
721	-15	147	—	867	442	0.61	5.7	1,256	85	Huntington Bcsbs
500	0	—	—	500	635	1.35	3.4	1,905	-220	ICH
235	—	7	—	243	777	0.03	0.3	465	69	Idaho Power
283	NA	6	—	289††	764	†	0.1	1,396	-79	Illinois Power
842	12	8	3,690	4,540	40	0.47	14.4	2,544	182	Illinois Tool Works
807	-6	293	263	1,363	268	0.21	2.3	1,134	89	IMC Fertilizer Group
1,151	16	1,238	—	2,390	121	0.38	8.4	1,555	77	Imcera Group
447	-22	335	—	782	472	0.78	3.6	657	41	INB Financial
1,197	9	376	290	1,863	176	0.04	1.0	3,738	185	Ingersoll-Rand
492	-33	—	229	721	504	0.23	1.4	3,870	-21	Inland Steel Inds
683	4	45	—	728	500	0.02	§	1,361	-109	Inspiration Resource
346	15	72	—	418	705	0.09	0.4	740	26	Integra Financial
860	23	22	—	882	435	0.11	11.7	3,921	650	Intel
865	NA	—	—	865	443	15.69	71.9	1,534	34	Intelligent Electron
679	-9	—	—	679	523	†	§	1,475	-133	Interco
300	0	10	—	310	760	3.08	44.3	1,045	63	Intergraph
2,028	185	600	647	3,275	71	†	4.8	69,018	6,020	IBM
713	8	18	216	946	411	1.12	34.5	963	157	Intl Flavors & Frags
374*	0	2	—	376	725	0.05	0.3	2,178	31	Intl Multifoods
1,440	10	1,146	—	2,586	101	0.15	10.2	12,960	569	International Paper
1,635	-4	2,024	—	3,659	56	1.34	22.8	1,329	80	Interpublic Group
481	2	59	—	540	614	0.03	0.3	611	97	Ipalco Enterprises
1,000	-10	—	—	1,000	386	22.10	127.2	1,977	132	Itel
3,888	63	3,393	—	7,281	15	0.33	22.7	20,604	958	ITT
838	NA	19	436	1,294††	288	0.65	13.8	5,416	78	James River Corp Va
1,408	45	—	—	1,408	257	0.26	3.8	1,163	158	Jefferson-Pilot
1,082	28	945	78	2,104	152	†	2.9	11,232	1,143	Johnson & Johnson
705	-6	4	188	897	427	0.11	1.3	4,582	89	Johnson Controls
1,006	14	17	4,973	5,996	29	0.88	11.6	821	62	Jostens
1,574	24	1	—	1,575	222	4.24	32.8	2,827	59	JWP
364	-1	21	—	384	720	0.02	0.2	761	103	Kansas City P&L
421	NA	—	—	421	701	0.01	§	1,150	80	Kansas Power & Light
1,826	-39	582	—	2,408	118	0.79	3.4	1,366	40	Kaufman & Broad Home
1,568	47	836	1,934	4,337	46	0.24	27.1	5,181	503	Kellogg
705	12	—	—	705	508	5.47	61.3	1,471	71	Kelly Services
731	12	470	—	1,201	315	0.22	3.9	2,929	12	Kemper
421	47	—	—	421	703	0.05	0.4	554	80	Kentucky Utilities

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Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
Kerr-McGee /Frank A McPherson	58	Stillwater OK	Oklahoma St, BS '57	operations	34	8
KeyCorp /Victor J Riley Jr	59	Buffalo NY	Notre Dame, BA '53	finance	27	17
Kimberly-Clark /Darwin E Smith	65	Garrett IN	Harvard, LLB '55	legal	33	19
King World Prods /Michael King	43	Summit NJ	Fairleigh Dickinson, BA '71	marketing	18	7
Kmart /Joseph E Antonini	49	Morgantown WV	West Virginia, BS '64	sales	27	4
Knight-Ridder /James K Batten	55	Suffolk VA	Davidson, BS '57/Princeton, MPA '62	journalism	34	3
Kroger /Joseph A Pichler	51	St Louis MO	Notre Dame, BA '51/Chicago, PhD '65	administration	11	1
Lafarge /Robert W Murdoch	49	Australia	U of Brit Columbia, BA '64/U of Toronto, LLB '67	administration	24	2
LG&E Energy /Roger W Hale	47	Baltimore MD	Maryland, BA '65/MIT, MS '79	marketing	2	2
Liberty National /Joseph W Phelps	64	Richmond KY		banking	33	1
Eli Lilly /Richard D Wood	64	Brazil IN	Purdue, BS '48/Pennsylvania, MBA '50	marketing	41	18
Limited /Leslie H Wexner*	53	Dayton OH	Ohio St, BS '59	sales	28	28
Lincoln National /Ian M Rolland	57	Fort Wayne IN	DePauw, BA '55/Michigan, MA '56	insurance	35	14
Litton Industries /Orion L Hoch	62	Canonsburg PA	Carnegie-Mellon, BS '52/Stanford, PhD '57	technical	34	4
Liz Claiborne /Jerome A Chazen*	64	New York NY	Wisconsin, BA '48/Columbia, MBA '50	finance	14	2
Lockheed /Daniel M Tellep	59	Forest City PA	Calif Berkeley, BSME '54/MSEE '55	technical	36	2
Loctite /Kenneth W Butterworth	65	Australia	Sydney Tech, BS '55	technical	15	6
Loews /Laurence A Tisch†	68	Brooklyn NY	NYU, BS '42/Pennsylvania, MA '43	finance	32	31
Lone Star Tech /John P Harbin	73	Waxahachie TX	Texas, BA '39	finance	2	2
Long Island Lighting /William J Catacosinos	61	New York NY	NYU, BS '51/PhD '62	technical	12	7
Longs Drug Stores /Robert M Long	53	Oakland CA	Claremont Mens C, BA '60	sales	30	14
Loral /Bernard L Schwartz	65	New York NY	CUNY City Col, BBA '48	administration	19	19
Louisiana Land /H Leighton Steward	56	Fairfield TX	Southern Methodist, BS '58/MS '60	administration	9	2
Louisiana-Pacific /Harry A Merio	66	Stirling City CA	Calif Berkeley, BS '49	marketing	41	17
Lowe's Cos /Leonard G Herring	63	Snow Hill NC	N Carolina, BS '48	finance	35	13
LTV /David H Hoag	51	Pittsburgh PA	Allegheny, BA '60	marketing	31	4
Lubrizol /Lester E Coleman	60	Akron OH	Akron, BS '52/Illinois, PhD '55	technical	36	13
Lyondell Petrochem /Bob G Gower	53	West Franfort IL	Southern Illinois, BA '58/Minnesota, PhD '63	technical	28	3
Magma Copper /J Burgess Winter	58	Ireland	Belfast Tech, BS '56	technical	3	3
Manufacturers Hanover /John F McGillicuddy	60	Harrison NY	Princeton, BA '52/Harvard, LLB '55	banking	32	12
Manufacturers Natl /Gerald V MacDonald	52	Detroit MI	Michigan, BA '60	banking	31	1
Manville /W Thomas Stephens	48	Crossett AR	Arkansas, BS '65/MS '66	operations	28	5
Mapco /James E Barnes	57	Ponca City OK	Oklahoma St, BS '57	operations	8	7
Marion Merrell Dow /Joseph G Temple Jr	61	New York NY	Purdue, BSCE '51	technical	40	1
Marriott /Willard Marriott Jr	59	Washington DC	Utah, BS '54	administration	35	19
Marsh & McLennan Cos /Frank J Tasco	63	New York NY	NYU, BA '49	insurance	37	5
Marshall & Ilsley /John A Puelicher	70	Milwaukee WI	U Wisconsin Milwaukee, BA '43	banking	45	33
Martin Marietta /Norman R Augustine	55	Denver CO	Princeton, BS '57/MS '59	technical	14	3
Masco /Richard A Manoogian	54	Long Branch NJ	Yale, BA '58	administration	33	23
Masco Industries /Richard A Manoogian	54	Long Branch NJ	Yale, BA '58	administration	33	6
Mattel /John W Amerman	59	Newark NJ	Dartmouth, BA '53/MBA '54	marketing	11	4
Maxxam /Charles E Hurwitz	51	Kilgore TX	Oklahoma, BS '62	finance	13	11
May Dept Stores /David C Farrell	57	Chicago IL	Antioch, BA '56	sales	35	12

*Company founder. †Office jointly held with Preston R Tisch. ‡New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data*		Company
		other (\$000)	stock gains (\$000)	total (\$000)				sales (\$mil)	profits (\$mil)	
\$792	2%	\$29	\$1,044	\$1,866	175	0.10%	\$2.2	\$3,683	\$150	Kerr-McGee
1,003	-9	4	—	1,007	383	0.05	0.6	1,800	148	KeyCorp
1,368	5	2,720	287	4,375	44	0.23	17.0	6,407	432	Kimberly-Clark
1,885	13	10	—	1,895	171	8.84	101.2	460	87	King World Prods
993	10	32	—	1,024	376	0.02	1.6	32,339	756	Kmart
636	-6	3	335	975	403	0.03	0.9	2,305	149	Knight-Ridder
763	NA	28	80	872	440	0.27	5.3	20,261	83	Kroger
502	-6	14	—	516	629	†	§	1,598	50	Lafarge
504	68	153	—	657	538	†	§	699	73	LG&E Energy
413	—	18	—	432	696	0.51	1.7	375	33	Liberty National
1,781	31	971	4,379	7,131	17	0.09	20.5	5,192	1,127	Eli Lilly
1,829	11	126	—	1,955	165	24.85	2,656.0	5,254	398	Limited
1,391	25	—	—	1,391	264	0.06	1.3	8,443	192	Lincoln National
1,336	20	57	—	1,393	263	0.23	4.3	5,155	171	Lifton Industries
1,226	53	52	—	1,278	292	3.99	160.6	1,729	206	Liz Claiborne
1,011	32	99	3	1,113	340	0.01	0.3	9,958	335	Lockheed
558	NA	7	116	681	520	0.55	6.4	555	67	Loctite
333	35	18	—	351	741	13.69	1,019.2	11,799	805	Loews
377	NA	—	—	377	722	0.02	§	612	46	Lone Star Tech
395	0	9	—	404	713	0.01	0.3	2,447	320	Long Island Lighting
440	7	10	—	451	681	10.19	87.4	2,334	60	Longs Drug Stores
3,213	84	3	—	3,216	73	2.50	25.9	1,789	85	Loral
743	12	40	455	1,238	300	0.11	1.3	858	55	Louisiana Land
650	13	1,835	—	2,485	109	0.94	12.1	1,793	91	Louisiana-Pacific
547	12	31	—	578	583	1.31	15.2	2,833	71	Lowe's Cos
590	NA	182	—	773††	478	†	§	6,138	71	LTV
922	48	43	169	1,133	331	0.26	5.1	1,453	190	Lubrizol
878	8	4	—	881	437	0.06	1.1	6,495	356	Lyondell Petrochem
650	NA	105	—	755	484	0.59	1.1	767	80	Magma Copper
1,082	-36	16	—	1,098	348	-0.24	4.6	7,695	139	Manufacturers Hanover
450	—	244	—	694	514	0.27	2.5	1,162	108	Manufacturers Natl
859	-38	100	—	959	407	0.13	0.4	2,245	111	Manville
1,690	20	268	4,156	6,114	28	0.41	6.7	2,708	130	Mapco
1,456	NA	—	—	1,456	247	†	0.7	2,462	487	Marion Merrell Dow
761	-25	330	—	1,091	353	8.77	151.1	7,646	47	Marriott
1,559	9	183	1,070	2,812	86	0.16	9.1	2,723	304	Marsh & McLennan Cos
836	39	702	—	1,538	231	0.97	7.3	833	71	Marshall & Ilsley
1,122	9	41	—	1,163	324	0.08	2.1	6,126	328	Martin Marietta
1,056	-2	2,477	3,391	6,924**	22	1.42	52.0	3,209	139	Masco
280	-7	—	—	280**	767	8.72	34.9	1,562	-24	Masco Industries
1,221	11	1,347	238	2,806	88	0.20	2.7	1,471	91	Mattel
3,977	1	83	497	4,557**	39	30.91‡	116.9	2,361	144	Maxxam
1,505	-2	25	1,317	2,847	84	0.31	21.9	10,066	500	May Dept Stores

*Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. †Indirect ownership. ‡Less than 0.01%. §Less than \$100,000. **Prior year data. ††New CEO. cash compensation is for another executive office. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Maytag /Daniel J. Krumm	64	Sioux City IA	U of Iowa, BA '50	marketing	38	17
MBIA /William O. Bailey	64	Syracuse NY	Dartmouth, AB '47/Pennsylvania, MBA '49	finance	4	4
McCaw Cellular /Craig O. McCaw*	41	Centralia WA	Stanford, BA '73	administration	25	11
McCormick & Co. /Charles P. McCormick Jr.	62	Baltimore MD		sales	42	4
McDonald's /Michael R. Quinlan	46	Chicago IL	Loyola, BS '67/MBA '70	administration	25	4
McDonnell Douglas /John F. McDonnell	53	Baltimore MD	Princeton, BS '60/MS '62	administration	29	3
McGraw-Hill /Joseph L. Dionne	57	Montgomery AL	Hofstra, BA '55/Columbia, EdD '65	operations	25	8
MCI Communications /William G. McGowan*	63	Ashley PA	King's, BS '52/Harvard, MBA '54	operations	23	23
McKesson /Alan Seelenfreund	54	New York NY	Cornell, BME '59/Stanford, PhD '67	technical	16	2
Mead /Burnell R. Roberts	64	Lafayette WI	U Wis Milw, BBA '50/Harvard, MBA '57	finance	25	9
Medco Containment /Martin J. Wygod*	51	New York NY	NYU, BA '60	finance	8	8
Medtronic /William W. George	48	Muskegon MI	Georgia Tech, BSIE '64/Harvard, MBA '66	technical	2	1
Mellon Bank /Frank V. Cahouet	59	Boston MA	Harvard, BA '54/Pennsylvania, MBA '59	banking	4	4
Melville /Stanley P. Goldstein	56	Woonsocket RI	Pennsylvania, BS '55	sales	28	4
Mercantile Bancorp. /Thomas H. Jacobsen	51	Chicago IL	Lake Forest, BS '63/Chicago, MBA '68	banking	2	2
Mercantile Bkshs. /H. Furlong Baldwin	59	Baltimore MD	Princeton, AB '54	banking	35	15
Mercantile Stores /David R. Huhn	53	Cincinnati OH	Xavier, BS '59	sales	32	2
Merchants National /Otto N. Frenzel III	60	Indianapolis IN	Pennsylvania, BS '54	banking	37	18
Merck /P. Roy Vagelos	61	Westfield NJ	Pennsylvania, AB '50/Columbia, MD '54	technical	16	6
Meridian Bancorp. /Samuel A. McCullough	52	Pittsburgh PA	Pittsburgh, BBA '60	banking	16	13
Meritor Savings Bank /Roger S. Hillas	64	Wincote PA	Dartmouth, AB '49/Pennsylvania, MBA '51	banking	3	3
Merrill Lynch /William A. Schreyer	63	Williamsport PA	Penn St, BA '48	finance	43	7
Fred Meyer /Frederick M. Stevens*	54	Jonesboro AR	Louisiana St, BS '59	sales	3	3
Michigan National /Robert J. Mylod	51	Brooklyn NY	St John's, BA '61	banking	6	6
Microsoft /William H. Gates III*	34	Seattle WA		technical	16	10
Midlantic /Garry J. Scheuring	51	Fairmont MN	Notre Dame, BS '61/Chicago, MBA '64	banking	4	4
Millipore /John A. Gilmartin	49	Hackensack NJ	Penn St, BA '65/Harvard, MBA '67	finance	12	5
Minn Mining & Mfg. /Allen F. Jacobson	64	Omaha NE	Iowa St, BS '47	operations	44	5
Minnesota Power & Lt. /Arend J. Sandbulte	57	Sioux Center IA	Iowa St, BSEE '59/Minnesota, MBA '66	finance	27	3
MNC Financial /Alfred Lerner	58	New York NY	Columbia, BA '55	finance	8	1
Mobil /Allen E. Murray	62	New York NY	NYU, BS '56	finance	38	5
Molex /Frederick A. Krehbiel	49	Hinsdale IL	Lake Forest, BA '63	operations	26	3
Monarch Capital /Roger T. Servison	45	Columbus OH	U of Iowa, BA '67/Harvard, MBA '69	finance	1	1
Monsanto /Richard J. Mahoney	57	Springfield MA	U of Massachusetts, BS '55	marketing	29	8
Montana Power /Warren P. Schmechel	63	Carrington ND	Montana St, BSEE '53	operations	38	8
JP Morgan & Co. /Dennis Weatherstone	60	England		banking	45	1
Morgan Stanley /Richard B. Fisher	54	Philadelphia PA	Princeton, BA '57/Harvard, MBA '62	banking	29	4
Morrison Knudsen /William J. Agee	53	Boise ID	Idaho, BS '60/Harvard, MBA '63	finance	3	3
Morton International /Charles S. Locke	62	Laurel MI	Mississippi, BBA '52/MS '55	finance	16	11
Motorola /George M. C. Fisher	50	Anna IL	Illinois, BS '62/Brown, PhD '66	technical	15	3
Multibank Financial /David B. Lynch	64	New York NY	Yale, BA '50/NYU, LLB '55	finance	16	16
Murphy Oil /Jack W. McNuti	56	Norphet AR	Harding, BS '56/Columbia, MS '57	finance	34	3
Nacco Industries /Ward Smith	60	Buffalo NY	Harvard, AB '52/SUNY Buffalo, JD '55	legal	5	5

*Company founder. *Resigned 1/26/91. †New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹		Company
		other (\$000)	stock gains (\$000)	total (\$000)				sales (\$mil)	profits (\$mil)	
\$926	-25%	\$408	—	\$1,333	279	0.16%	\$2.6	\$2,057	\$99	Maytag
775	8	306	—	1,081	357	0.05	0.7	224	127	MBIA
209	-28	—	—	209	781	8.26	407.0	1,037	371	McCaw Cellular
1,000	14	11	\$316	1,327	280	0.59	8.8	1,323	69	McCormick & Co
1,250	24	183	176	1,609	216	0.06	8.1	6,640	802	McDonald's
578	-9	20	—	598	572	3.41	61.1	16,255	306	McDonnell Douglas
1,029	6	463	169	1,660	210	0.23	6.9	1,939	173	McGraw-Hill
1,444	9	—	—	1,444	250	1.57	112.6	7,680	299	MCI Communications
657	—	18	176	851	448	0.12	1.5	8,337	96	McKesson
551	-40	149	—	701	511	0.08	1.4	4,772	32	Mead
582	NA	76	—	657	539	3.77	88.0	1,162	41	Medco Containment
496	NA	208	—	704††	509	0.07	2.3	977	124	Medtronic
1,150	8	190	1,174	2,514	106	0.28	3.6	3,403	174	Mellon Bank
1,215	2	247	—	1,462	245	0.18	9.7	8,687	785	Melville
754	61	599	—	1,353	276	0.15	0.8	757	57	Mercantile Bancorp
499	-41	20	—	519	626	0.32	2.6	495	69	Mercantile Bksts
647	NA	—	—	647	544	0.04	0.7	2,367	124	Mercantile Stores
400	-30	292	—	692	517	7.95	23.1	568	16	Merchants National
2,092	-11	5	5,050	7,147	16	0.08	33.3	7,672	1,781	Merck
520	-12	31	—	551	601	0.17	1.2	1,272	23	Meridian Bancorp
620	4	—	—	620	556	0.04	\$	792	-209	Meritor Savings Bank
1,645	6	2,370	—	4,015	53	0.29	13.0	11,213	192	Merrill Lynch
583	0	17	—	600**	569	0.11	0.4	2,476	34	Fred Meyer
436	-47	—	—	436	692	0.12	0.4	1,238	48	Michigan National
261	37	—	—	261	770	35.52	4,156.2	1,478	356	Microsoft
650*	NA	—	—	650	541	†	\$	2,495	-195	Midlantic
584	NA	64	—	649	542	0.28	3.4	703	28	Millipore
1,270	8	821	720	2,810	87	0.03	5.2	13,021	1,308	Minn Mining & Mfg
526	63	22	—	548	604	0.05	0.5	477	75	Minnesota Power & Lt
546	NA	—	—	546††	607	8.46	38.6	3,217	-440	MNC Financial
1,865	11	1,037	1,679	4,581	38	0.03	8.3	57,819	1,929	Mobil
287	-13	228	—	516	628	8.32	126.7	649	66	Molex
360*	NA	186	—	546	607	†	\$	430	-100	Monarch Capital
1,220	-7	220	333	1,773	186	0.08	6.5	8,995	546	Monsanto
289	6	6	12	306	761	0.06	0.7	842	95	Montana Power
1,583	—	132	688	2,403	119	0.07	6.9	10,465	775	JP Morgan & Co
2,553	NA	20	—	2,573††	103	3.09	99.3	5,870	270	Morgan Stanley
1,127	32	418	—	1,545	230	1.13	7.5	1,653	35	Morrison Knudsen
1,073	63	594	133	1,800	182	0.20	4.8	1,799	139	Morton International
931	20	742	17	1,690	201	†	0.4	10,885	499	Motorola
315	-17	4	—	319	754	0.72	0.4	321	-21	Multibank Financial
568	22	20	—	589	575	0.14	1.8	2,013	102	Murphy Oil
602	NA	—	—	602	568	0.01	\$	1,385	31	Nacco Industries

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Nalco Chemical/Worley H. Clark Jr.	58	Big Stone Gap VA	North Carolina St. BS '56	sales	31	8
Nash Finch/Harold B. Finch Jr.	63	Grand Forks ND	Minnesota, BS '52	marketing	25	9
National City/Edward B. Brandon	59	Davenport IA	Northwestern, BS '53/Pennsylvania, MBA '56	banking	35	4
Natl. Community Bks./Robert M. Kossick	50	New Brunswick NJ	Georgie Tech., BS '63/St. Mary's, MA '76	banking	12	12
National Health Labs/Robert E. Draper	54	Yonkers NY		finance	20	17
National Intergroup/Robert L. King	40	McAlester OK	Southwestern Oklahoma, BS '73	technical	15	4
National Medical/Richard K. Eamer*	63	Long Beach CA	USC, BS '55/LLB '59	legal	22	22
Natl. Semiconductor/Gilbert Amelio	48	New York NY	Georgia Tech, BS '65/PhD '68	technical	4	4
National Service/Sidney Kirschner	56	Canada	NM Sch. Mines, BA '56	technical	18	4
Navistar Intl./James C. Cotting	57	Winchester MA	Ohio St., BA '55	finance	12	4
NBD Bancorp./Charles T. Fisher III	61	Detroit MI	Georgetown, AB '51/Harvard, MBA '53	banking	33	9
NCNB/Hugh L. McCall Jr.	55	Bennettsville SC	North Carolina, BS '57	banking	32	8
NCR/Charles E. Exley Jr.	61	Detroit MI	Wesleyan, BA '52/Columbia, MBA '54	finance	15	8
New England Electric/John W. Rowe	46	Dodgeville WI	Wisconsin, BS '67/JD '70	legal	2	2
NY State E&G/James A. Carnigg	58	Johnson City NY	Broome Comm., AAS '58	operations	33	3
New York Times/Arthur Ochs Sulzberger	65	New York NY	Columbia, BA '51	journalism	37	12
Newell Co./Daniel C. Ferguson	64	Freeport IL	Hamilton, BA '48/Stanford, MBA '50	administration	41	25
Newmont Mining/Gordon R. Parker	55	Rep. of S. Africa	Montana C., BS '58/U. of Cape Town, MBA '66	operations	32	6
News Corp. Ltd./K. Rupert Murdoch	60	Australia	Oxford, MA '53	journalism	36	14
Niagara Mohawk Power/William J. Donlon	61	Albany NY	Siena, BS '62	marketing	43	3
Nicor/Richard G. Cline	56	Chicago IL	Illinois, BS '57	sales	6	5
NIKE/Philip H. Knight*	53	Portland OR	Oregon, BA '59/Stanford, MBA '62	finance	27	27
Nipco Industries/Edmund A. Schroer	63	Hammond IN	Valparaiso, BA '49/Northwestern, JD '52	legal	14	14
Nordstrom/Bruce A. Nordstrom†	58	Seattle WA	Washington, BA '56	sales	36	20
Norfolk Southern/Arnold B. McKinnon	63	Goldboro NC	Duke, AB '50/LLB '51	legal	40	4
Northeast Bancorp./Frank J. Kugler Jr.	57	Bridgeport CT	Widener, BA '57	banking	32	4
Northeast Federal/George P. Rutland	58	Tifton GA	Pace, BBA '61	banking	3	3
Northeast Utilities/William B. Ellis	50	Vicksburg MS	Carnegie-Mellon, BS '62/Maryland, PhD '66	technical	15	8
Northern States Power/James J. Howard	55	Pittsburgh PA	Pittsburgh, BBA '57/MIT, MS '70	technical	4	4
Northern Trust/David W. Fox	59	Aurora IL	Notre Dame, BS '53/Chicago, MBA '58	banking	36	1
Northrop/Kent Kresa	53	New York NY	MIT, BS '59/MS '61	technical	16	1
Norwest/Lloyd P. Johnson	61	Minneapolis MN	Carleton, BA '52/Stanford, MBA '54	banking	6	6
Novell/Raymond J. Noorda*	66	Ogden UT	Utah, BSEE '49	technical	8	8
Nucor/F. Kenneth Iverson	65	Downers Grove IL	Cornell, BS '46/Purdue, MS '47	technical	29	26
NWNL/John E. Pearson	64	Minneapolis MN	Minnesota, BA '48	sales	38	14
Nynex/William C. Ferguson	60	Detroit MI	Albion, AB '52	operations	39	2
Occidental Petroleum/Ray R. Irani	56	Lebanon	American University, BS '53/USC, PhD '57	technical	8	4
Ogden/R. Richard Ablon	41	New York NY	Boston U., BA '71	marketing	20	1
Ohio Casualty/Joseph L. Marcum	67	Hamilton OH	Antioch, BA '47/Miami of OH, MBA '65	insurance	44	3
Ohio Edison/Justin T. Rogers Jr.	61	Sandusky OH	Princeton, AB '51/Michigan, JD '54	legal	33	11
Oklahoma G&E/James G. Harlow Jr.	56	Oklahoma City OK	Oklahoma, BS '57	finance	30	15
Old Kent Financial/John C. Canepa	60	Newburyport MA	Harvard, BA '53/NYU, MBA '60	banking	21	9
Old Republic Intl./A. C. Zucaro	52	France	CUNY Queens, BS '62	finance	15	1

*Company founder. †Office jointly held with James F. and John N. Nordstrom. ‡New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned		Company data ¹		Company
		other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$1,022	16%	\$663	—	\$1,685	204	0.10%	\$2.2	\$1,212	\$131	Nalco Chemical
355	9	55	—	410	707	1.57	3.4	2,369	18	Nash Finch
884	2	388	—	1,272	293	0.04	0.8	2,682	234	National City
660	-29	222	—	882	436	1.95	4.1	392	2	Natl Community Bks
1,294	NA	1,010	\$200	2,504	107	‡	\$	502	83	National Health Labs
317	NA	—	—	317††	755	‡	\$	2,710	-282	National Intergroup
1,879	12	6,690	—	8,569	12	2.10	81.4	3,742	259	National Medical
NA	NA	—	—	—	—	‡	\$	1,713	-152	Natl Semiconductor
815	12	5	—	820	460	0.15	1.9	1,643	93	National Service
450	0	31	—	481	651	0.04	0.3	3,810	-31	Navistar Intl
1,360	12	—	—	1,360	271	0.24	7.0	2,588	275	NBD Bancorp
700	-53	1,316	—	2,016	160	0.13	5.1	6,682	366	NCNB
1,195	2	15	1,470	2,680	93	0.19	12.7	6,285	369	NCR
532	48	96	—	628	553	0.01	0.2	1,855	262	New England Electric
339	12	1	—	340	744	0.01	0.2	1,497	158	NY State E&G
463	-22	25	110	597	574	9.41	156.3	1,777	65	New York Times
1,070	-9	—	619	1,688	203	2.92	55.4	1,073	191	Newell Co
1,035	16	—	927	1,962	163	0.06	1.5	683	343	Newmont Mining
1,550E	29	—	—	1,550	228	44.80	1,849.6	6,745	158	News Corp Ltd
306	-4	9	—	315	756	0.01	0.2	3,155	83	Niagara Mohawk Power
878	3	911	—	1,789	184	0.26	3.1	1,536	114	Nicor
543	112	21	—	564	596	34.84	1,301.0	2,894	296	NIKE
599	71	16	—	615	561	0.10	1.3	1,521	138	NipSCO Industries
300	0	52	58	411	706	6.65	208.0	2,894	116	Nordstrom
1,631	33	225	735	2,591	100	0.03	2.3	4,617	556	Norfolk Southern
328	11	—	—	328	750	0.40	0.3	343	-59	Northeast Bancorp
532	15	20	—	552	600	‡	\$	478	-101	Northeast Federal
500	-4	35	—	535	618	0.01	0.3	2,616	211	Northeast Utilities
552	-5	31	—	584	577	0.02	0.4	2,065	196	Northern States Power
784	—	20	138	943	413	0.21	2.6	1,323	115	Northern Trust
1,125	—	671	—	1,796	183	0.47	5.3	5,490	210	Northrop
1,379	7	119	1,181	2,679	94	0.25	7.3	3,482	281	Norwest
36	20	—	—	36	787	11.33	438.9	526	110	Novell
402	43	123	—	525	623	1.12	19.2	1,482	75	Nucor
665	8	—	10	675	526	0.16	0.5	1,332	50	NWNL
1,045	—	199	208	1,451	248	0.01	1.4	13,592	949	Nynex
2,095	NA	4,335	—	6,430††	27	0.07	4.0	21,694	-1,688	Occidental Petroleum
700	NA	3,685	—	4,385	43	0.38	3.0	1,563	56	Ogden
448	1	6	32	486	649	3.12	25.9	1,638	84	Ohio Casualty
412	5	29	—	441	690	‡	0.2	2,226	282	Ohio Edison
450	6	20	—	470	664	0.07	1.1	1,231	139	Oklahoma G&E
680	10	—	—	680	522	0.47	3.2	870	88	Old Kent Financial
537	NA	7	—	544	610	0.07	0.4	1,243	105	Old Republic Intl

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. E: Estimated. ‡Less than 0.01%. \$Less than \$100,000. ††New CEO; cash compensation is for another executive office. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Old Stone/Theodore W Barnes	60	Providence RI				
Olin/John W Johnstone Jr	58	Brooklyn NY	Hartwick, BA '54	banking	43	15
Oracle Systems/Lawrence J Ellison*	46	New York NY	Chicago, BS '66/Illinois, MS '68	marketing	12	4
Oryx Energy/Robert P Hauptfuhrer	59	Philadelphia PA	Princeton, BA '53/Harvard, MBA '57	technical	14	14
Owens-Corning/Max O Weber	61	Blackwell OK	Kansas, BS '51	finance	34	3
Paccar/Charles M Pigott	62	Seattle WA	Stanford, BS '51	operations	36	1
				administration	35	23
Pacific Enterprises/James R Ukropina	53	Fresno CA	Stanford, AB '59/USC, LLB '65	legal	7	2
Pacific G&E/Richard A Clarke	61	San Francisco CA	Calif Berkeley, AB '52/JD '55	legal	36	5
Pacific Telesis/Sam Ginn	54	St Clair AL	Auburn, BS '59	technical	31	3
PacificCorp/Al M Gleason	61	Sheridan County KS		administration	42	2
PaineWebber Group/Donald B Marron	56	Goshen NY		finance	32	11
Pall/Maurice G Hardy	61	England	Merchant Ventures, BSME '49	administration	29	2
Pan Am/Thomas G Plaskett	47	Kansas City MO	GMI Inst, BS '66/Harvard, MBA '68	finance	3	3
Panhandle Eastern/Dennis R Hendrix	51	Selmer TN	Tenn Knoxville, BS '62/Georgia St, MBA '67	administration	6	1
Paramount Commu/Martin S Davis	64	New York NY		administration	33	8
Parker Hannifin/Paul G Schloemer	62	Cincinnati OH	Cincinnati, BSME '51/Ohio St, MBA '55	operations	34	7
Penn Central/Carl H Lindner	72	Dayton OH		finance	8	4
Penn Traffic/Claude Incaudo	57	Detroit MI		operations	14	1
JC Penney/William R Howell	55	Claremore OK	Oklahoma, BBA '58	sales	33	8
Pennsylvania P&L/John T Kauffman	64	Weehawken NJ	Purdue, BS '50	technical	41	1
Pennzoil/James L Pate	55	Mt Sterling IL	Monmouth, AB '63/Indiana, JD '68	finance	15	1
People's Bank/David E A Carson	56	England	Michigan, BBA '55	insurance	8	6
PepsiCo/D Wayne Calloway	55	Elkin NC	Wake Forest, BBA '59	finance	24	5
Perpetual Financial/John Morton III	47	Orange NJ	US Naval Acad, BS '67/Harvard, MBA '73	banking	1	1
Petrie Stores/Milton J Petrie*	88	Salt Lake City UT				
Pfizer/William C Steere Jr	54	Ann Arbor MI	Stanford, BA '59	sales	64	64
Phelps Dodge/Douglas C Yearley	55	Oak Park IL	Cornell, BME '58	marketing	32	†
PHH/Robert D Kunisch	49	Norwalk CT	NYU, BBA '63	technical	31	2
Philadelphia Elec/Joseph F Paquette Jr	56	Norwood MA	Yale, BS '56	marketing	25	3
Philip Morris Cos/Hamish Maxwell	64	England	Cambridge, BA '49	administration	35	3
				marketing	37	7
Phillips Petroleum/C J Silas	59	Miami FL	Georgia Tech, BS '53	operations	38	6
PHM/William J Pulte	59	Detroit MI		administration	41	†
Pinnacle West/Richard Snell	60	Phoenix AZ	Stanford, BA '52/JD '54	legal	1	1
Pioneer Hi-Bred Intl/Thomas N Urban	57	Des Moines IA	Harvard, BA '56/MBA '60	administration	31	10
Pitney Bowes/George B Harvey	60	New Haven CT	Pennsylvania, BS '54	finance	34	8
Pittston/Paul W Douglas	64	Springfield MA	Princeton, BA '48	sales	7	7
PNC Financial/Thomas H O'Brien	54	Pittsburgh PA	Noire Dame, BS '58/Harvard, MBA '62	banking	29	6
Polaroid/I MacAllister Booth	59	Atlanta GA	Cornell, BME '55/MBA '58	operations	33	5
Portland General/Ken L Harrison	48	Bakersfield CA	Oregon St, BS '64/MS '66	finance	16	2
Pottlatch/Richard B Madden	62	Short Hills NJ	Princeton, BS '51/Michigan, JD '56	finance	20	20
Potomac Electric/Edward F Mitchell	59	Harrisonburg VA	Virginia, BSEE '56/George Washington, MEA '60	technical	35	2
PPG Industries/Vincent A Sarni	62	Bayonne NJ	Rhode Island, BS '49	marketing	22	7
Premark Intl/Warren L Batts	58	Norfolk VA	Georgia Tech, BEE '61/Harvard, MBA '63	administration	11	5

*Company founder. †New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹		Company
		other (\$000)	stock gains (\$000)	total (\$000)				sales (\$mil)	profits (\$mil)	
\$296	-1%	\$497	—	\$793	469	1.34%	\$0.9	\$405	\$3	Old Stone
742	-17	170	—	911	422	0.21	1.8	2,592	84	Olin
1,600	-8	—	—	1,600	217	26.17	361.7	1,059	57	Oracle Systems
984	5	691	\$1,482	3,156	76	0.07	2.0	1,940	225	Oryx Energy
634	NA	10	—	644	547	0.13	1.4	3,111	75	Owens-Corning
908	-6	1,397	—	2,305	124	6.85	92.6	2,778	64	Paccar
790	-12	208	—	998	389	0.09	2.1	6,923	-43	Pacific Enterprises
1,100	58	25	—	1,124	336	†	0.5	9,470	987	Pacific G&E
964	5	1,181	—	2,144	144	0.02	3.5	9,716	1,030	Pacific Telesis
959	26	—	—	959	408	0.01	0.8	3,783	474	PacificCorp
950	-54	—	—	950	410	1.59	10.1	2,979	-57	PaineWebber Group
476	—	158	—	635	550	0.16	3.1	611	71	Pall
500	0	—	—	500	636	0.17	0.3	3,918	-447	Pan Am
NA ²	NA	—	—	—	—	0.34	4.1	2,988	-218	Panhandle Eastern
3,646	-11	7,653	—	11,299	7	1.23	54.9	3,922	231	Paramount Commun
984	11	252	126	1,362	270	0.13	1.7	2,518	106	Parker Hannifin
738	10	—	—	738	496	46.49	546.3	2,154	98	Penn Central
580	—	—	—	580	581	0.56	0.7	2,867	-32	Penn Traffic
1,001	-8	384	470	1,855	177	0.05	2.8	16,365	577	JC Penney
301	NA	34	—	335	748	0.01	0.4	2,389	344	Pennsylvania P&L
661	—	328	195	1,184	320	0.04	1.1	2,180	94	Pennzoil
339	-11	106	—	445	684	0.13	0.2	697	-85	People's Bank
1,900	26	5	—	1,905	170	0.04	10.3	17,803	1,077	PepsiCo
400*	NA	—	—	400	716	†	\$	511	-147	Perpetual Financial
150	0	—	—	150**	785	60.69	585.5	1,293	24	Petrie Stores
716	NA	—	269	986††	393	0.01	1.9	6,406	801	Pfizer
1,015	21	294	2,001	3,309	69	0.15	3.5	2,636	455	Phelps Dodge
746	6	115	217	1,079	359	0.18	0.8	1,989	36	PHH
503	-19	—	—	503	633	†	0.2	3,705	106	Philadelphia Elec
2,408	28	—	2,947	5,355	31	0.08	49.1	44,323	3,540	Philip Morris Cos
1,161	-6	3,268	—	4,429	42	0.18	13.0	13,603	541	Phillips Petroleum
476	NA	—	—	476††	657	29.95	117.2	1,152	30	PHM
469	NA	—	—	469	668	0.04	0.4	1,597	97	Pinnacle West
660	44	—	—	660	535	0.38	5.4	968	67	Pioneer Hi-Bred Intl
775	-10	—	486	1,261	297	0.22	9.3	3,196	213	Pitney Bowes
800	19	14	—	814	461	0.03	0.2	1,850	46	Pittston
741	-32	89	—	830	456	0.04	1.4	4,880	71	PNC Financial
647	65	54	—	701	510	0.02	0.3	1,972	151	Polaroid
574	NA	—	—	574	587	†	\$	852	100	Portland General
653	-24	17	1,463	2,133	147	0.11	1.1	1,253	99	Potlatch
448	-8	13	—	461	676	0.03	0.7	1,412	170	Potomac Electric
1,145	5	1,294	—	2,439	113	0.06	3.2	6,021	475	PPG Industries
944	36	414	—	1,358	274	0.54	3.8	2,721	52	Premark Intl

¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. ²No salary for 3 years. Received restricted stock that vests every 3 months and dividends. *Annualized salary. †Less than 0.01%. ‡Less than \$100,000. **Prior year data. ††New CEO; cash compensation is for another executive office. NA: Not available.

CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Premier Bancorp/G Lee Griffin	52	Leavenworth KS	Texas, BS '60/Louisiana St, MS '62	banking	29	3
Premier Industrial/Morton L Mandel*	69	Cleveland OH		administration	51	51
Price Co/Robert E Price*	48	San Diego CA	Pomona, BA '64	administration	15	15
Primerica/Sanford I Weill	58	New York NY	Cornell, BA '55	finance	5	5
Procter & Gamble/Edwin L Artzt	61	New York NY	Oregon, BS '51	marketing	37	1
Progressive/Peter B Lewis	57	Cleveland OH	Princeton, AB '55	insurance	36	26
Provident Life & Acc/Winston W Walker	47	Traverse City MI	Tulane, BS '65/Georgia, PhD '69	insurance	17	3
PSI Resources/James E Rogers Jr	43	Birmingham AL	Kentucky, BBA '70/JD '74	legal	3	3
Public Service Colo/Delwin D Hock	56	Colorado Springs CO	Colorado, BS '56	finance	29	3
Pub Svc Enterprise/E James Ferland	49	Boston MA	Maine, BS '64/New Haven, MBA '76	technical	5	5
Puget Sound Bancorp/William W Philip	64	Tacoma WA		banking	40	19
Puget Sound P&L/John W Ellis	62	Seattle WA	Washington, BS '50/JD '53	legal	21	15
Quaker Oats/William D Smithburg	52	Chicago IL	DePaul, BS '60/Northwestern, MBA '61	marketing	25	10
Quantum Chemical/John Hoyt Stookey	61	New York NY	Amherst, BA '52	technical	21	5
Ralston Purina/William P Stritz	56	Jasper AR	Northwestern, BS '59/St Louis, MA '68	marketing	27	10
Raytheon/Dennis J Picard	58	Providence RI	Northeastern, BSEE '62	technical	36	4
Reader's Digest Assn/George V Grune	61	White Plains NY	Duke, AB '52	marketing	31	7
Reebok International/Paul B Fireman	47	Cambridge MA	Boston U	sales	12	12
Reliance Group/Saul P Steinberg*	51	New York NY	Pennsylvania, BS '61	finance	30	30
Republic New York/Walter H Weiner	60	Brooklyn NY	Michigan, BA '52/JD '53	legal	11	11
Reynolds Metals/William O Bourke	64	Chicago IL	DePaul, BSC '51	operations	10	5
Rhone-Poulenc Rorer/Robert E Cawthorn	55	England	Cambridge, BS '59	administration	9	6
Riggs National/Joe L Allbritton	66	D'Lo MS	Baylor, LLB '49	finance	10	10
Rite Aid/Alex Grass*	63	Scranton PA	Florida, LLB '49	legal	38	29
RJR Nabisco/Louis V Gerstner Jr	49	New York NY	Dartmouth, BA '63/Harvard, MBA '65	finance	2	2
Roadway Services/Joseph M Clapp	54	Greensboro NC	North Carolina, BS '58	sales	24	4
Rochester Community/Leonard S Simon	54	Passaic NJ	MIT, BS '58/Columbia, PhD '63	marketing	22	7
Rockwell Intl/Donald R Beall	52	Beaumont CA	San Jose State U, BS '60/Pittsburgh, MBA '61	administration	23	3
Rohm & Haas/J Lawrence Wilson	55	Rosedale MS	Vanderbilt, BE '58/Harvard, MBA '63	finance	26	3
Rose's Stores/Lucius H Harvin III	52	Boston MA	North Carolina, BA '60/Duke, JD '63	sales	27	11
Rubbermaid/Walter W Williams	57	Utica NY	Syracuse, BS '61	sales	4	4
Ruddick/Alan T Dickson	60	Charlotte NC	N Carolina St, BS '53/Harvard, MBA '55	administration	23	23
Russell/Dwight L Carlisle Jr	55	Alexander City AL	Auburn, BS '58	operations	35	3
Ryder System/M Anthony Burns	48	Las Vegas NV	Brigham Young, BS '64/Calif Berkeley, MBA '65	finance	17	8
Rykoff-Sexton/Roger W Coleman	62	Newark NJ	UCLA, BS '51	operations	40	24
Ryland Group/Roger W Schipke	54	St Louis MO	Washington, BS '58/NYU, MBA '61	sales	1	4
Safeco/Bruce Maines	64	Tacoma WA	Washington, BS '48/JD '49	legal	41	5
Safety-Kleen/Donald W Brinckman*	60	Chicago IL	Northwestern, BS '54/MBA '59	marketing	23	23
Safeway/Peter A Magowan	49	New York NY	Stanford, BA '64/Oxford, MA '66	administration	23	11
St Jude Medical/Lawrence A Lehmkuhl	53	Preston IA	U of Iowa, BA '62	operations	6	6
St Paul Bancorp/Joseph C Scully*	56	Detroit MI	Loyola, BS '62/MBA '72	banking	28	9
St Paul Cos/Douglas W Leatherdale	54	Canada	U of Manitoba, BA '57	finance	19	1
Salomon/John H Gutfreund	61	New York NY	Oberlin, BA '51	finance	38	7

*Company founder. †New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation other (\$000)	stock gains (\$000)	total (\$000)	Rank among 800 execs	Stock owned %	net val (\$mil)	Company data ¹ sales (\$mil)	profits (\$mil)	Company
\$273	-2%	\$10	—	\$283**	766	0.27%	\$0.3	\$397	\$7	Premier Bancorp
441	8	—	—	441	689	19.02	297.2	639	77	Premier Industrial
240	-3	—	—	240	778	2.87	75.5	5,632	128	Price Co
1,846	20	916	—	2,762	89	0.40	13.4	6,194	373	Primerica
1,261	—	450	\$1,178	2,890	81	0.03	9.2	25,848	1,733	Procter & Gamble
2,105	11	1,445	—	3,550	59	19.18	256.3	1,376	93	Progressive
743	67	—	—	743	488	†	§	2,751	179	Provident Life & Acc
445	23	37	—	482	650	†	§	998	119	PSI Resources
345	14	—	—	345	742	0.02	0.3	1,734	146	Public Service Colo
528	5	84	9	621	555	†	0.5	4,800	542	Pub Svc Enterprise
450	6	15	31	496	641	1.14	4.8	487	46	Puget Sound Bancorp
468	26	10	—	478	654	0.03	0.4	935	132	Puget Sound P&L
1,077	-16	1,612	759	3,448	64	0.27	11.8	5,296	227	Quaker Oats
771	-40	56	396	1,222	303	0.27	1.1	2,618	21	Quantum Chemical
1,161	9	66	964	2,191	134	1.24	74.8	7,177	401	Ralston Purina
925	NA	8	—	933††	415	0.02	0.8	9,268	557	Raytheon
1,193	26	6,297	—	7,490	14	0.26	10.6	2,203	190	Reader's Digest Assn
14,822	1	4	—	14,826	4	7.33	217.7	2,159	177	Reebok International
6,314	1	164	—	6,478	26	60.23	258.2	3,684	118	Reliance Group
951	56	14	—	965	405	0.07	1.5	2,772	201	Republic New York
1,441	-19	60	658	2,159	139	0.08	2.9	6,022	297	Reynolds Metals
1,054	9	45	4,835	5,935	30	0.02	1.3	2,917	1	Rhone-Poulenc Rorer
1,439	-3	144	—	1,583	221	35.94	50.8	728	-61	Riggs National
800	12	—	87	887	432	7.60	140.3	3,373	103	Rite Aid
3,020	NA	4,053	—	7,073	19	0.30	24.9	13,879	-462	RJR Nabisco
708	20	15	—	723	502	0.16	3.2	2,971	119	Roadway Services
442	11	18	—	459	677	0.37	0.5	449	8	Rochester Community
1,492	10	2,497	—	3,989	54	0.15	9.8	12,432	620	Rockwell Intl
759	12	228	—	987	392	0.10	2.6	2,824	207	Rohm & Haas
252	-10	34	—	286	765	5.89	4.2	1,525	-28	Rose's Stores
726	NA	193	—	919††	418	0.14	5.6	1,534	144	Rubbermaid
320	NA	9	—	329	749	4.00	10.9	1,432	24	Ruddick
400	-11	—	123	523	624	0.31	3.1	714	68	Russell
776	4	25	—	802	466	0.07	0.9	5,162	43	Ryder System
598	10	70	—	668	529	1.32	2.9	1,457	12	Rykoff-Sexton
432†	NA	—	—	432	695	1.25	3.4	1,313	22	Ryland Group
573	8	64	136	773	477	0.06	1.6	3,043	278	Safeco
637	19	31	137	804	464	0.98	18.6	589	55	Safety-Kleen
1,406	NA	—	—	1,406	260	0.90	14.3	14,874	87	Safeway
453	20	23	—	476	655	0.21	4.4	175	65	St Jude Medical
367	-34	—	—	367	731	1.90	3.2	339	-6	St Paul Bancorp
959	—	190	—	1,149	326	0.07	2.1	4,005	391	St Paul Cos
3,250	-7	140	—	3,391	67	0.11	4.2	8,946	303	Salomon

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
San Diego G&E/Thomas A Page	58	Niagara Falls NY	Purdue, BS '55/MBA '63	technical	13	10
Santa Fe Pacific/Robert D Krebs	49	Sacramento CA	Stanford, BA '64/Harvard, MBA '66	operations	25	4
Sara Lee/John H Bryan	54	West Point MS	Rhodes C, BA '58	administration	31	16
Scana/Lawrence M Gressette Jr	59	St Matthews SC	Clemson, BS '54/S Carolina, LLB '59	legal	8	1
SCEcorp/John E Bryson	47	New York NY	Stanford, BA '65/Yale, JD '69	legal	7	1
Schering-Plough/Robert P Luciano	57	New York NY	CUNY City Col, BBA '54/Michigan, JD '58	legal	13	9
Charles Schwab/Charles R Schwab*	54	Sacramento CA	Stanford, BA '59/MBA '61	finance	17	13
Scott Paper/Philip E Lippincott	55	Camden NJ	Dartmouth, BA '57/Michigan St, MBA '64	operations	32	9
EW Scripps/Lawrence A Leser	56	Cincinnati OH	Xavier, BS '57	finance	23	6
Seagate Technology/Alan F Shugart*	60	Los Angeles CA	Redlands, BS '53	technical	12	12
Sears, Roebuck/Edward A Brennan	57	Chicago IL	Marquette, BS '55	sales	35	5
Security Bancorp/Andrew R Brodhun	51	England	Michigan St, BA '65	banking	4	2
Security Pacific/Robert H Smith	56	Glendale CA	USC, BS '57/Van Norman U, LLB '66	banking	30	1
Sequa/Norman E Alexander	76	New York NY	Columbia, BA '34	legal	41	34
Service Corp Intl/Robert L Waltrip*	60	Austin TX	Houston, BBA '54	operations	29	29
Service Merchandise/Raymond Zimmerman*	58	Memphis TN		administration	31	18
SFFed Corp/Roger L Gordon	49	Neosho MO		banking	29	1
Shaw Industries/Robert E Shaw	59	Cartersville GA		sales	31	29
Shawmut National/Joel B Alvord	52	Manchester CT	Dartmouth, AB '60/MBA '61	banking	28	5
Sherwin-Williams/John G Breen	56	Cleveland OH	John Carroll, BS '56/Case Western Res, MBA '61	marketing	12	12
Sigma-Aldrich/Carl T Cori	54	St Louis MO	Wisconsin, BS '59/Washington, PhD '69	technical	21	8
Signet Banking/Robert M Freeman	50	Richmond VA	Virginia, BS '63	banking	20	2
Smith's Food & Drug/Jeffrey P Smith	41	Brigham City UT		operations	21	3
Snap-on Tools/Marion F Gregory	57	Denison TX		sales	36	3
Society/Robert W Gillespie	47	Cleveland OH	Ohio Wesleyan, BA '66/Case Western Res, MBA '68	banking	23	4
Society for Savings/Edward W Large†	61	Collingswood NJ	Marshall U, BA '53/Virginia, LLB '55	legal	19	4
Sonat/Ronald L Kuehn Jr	56	Queens NY	Fordham, BA '57/LLB '64	legal	21	7
Sonoco Products/Charles W Coker	58	Hartsville SC	Princeton, BA '55/Harvard, MBA '57	administration	33	21
Sotheby's Holdings/Michael L Ainslie	48	Johnson City TN	Vanderbilt, BA '65/Harvard, MBA '68	administration	7	7
South Carolina Natl/James G Lindley	59	Greensboro NC	North Carolina, BS '53/NYU, MBA '60	banking	12	10
Southeast Banking/Douglas E Ebert	45	Washington DC	Williams, BA '68	banking	1	4
Southern Co/Edward L Addison	61	Cottageville SC	South Carolina, BEE '50	technical	37	8
Southern Natl/L Glenn Orr Jr	51	Charlotte NC	Wofford, BA '62/South Carolina, MBA '63	banking	19	1
So New Eng Telecom/Walter H Monteith Jr	60	Framingham MA	Amherst, BA '52	sales	37	7
SouthTrust/Wallace D Malone Jr	54	Dothan AL	Alabama, BS '57/Pennsylvania, MS '59	banking	32	10
Southwest Gas/Kenny C Guinn	54	Garland AR	Cal St Fresno, BA '58/Utah, PhD '69	administration	4	3
Southwestern Bell/Edward E Whitacre Jr	49	Ennis TX	Texas Tech, BSIE '64	technical	28	1
Southwestern Pub Svc/Bill D Helton	52	Wheeler TX	Texas Tech, BSEE '64	technical	27	1
Spiegel/John J Shea	53	Newark NJ	La Salle, BS '59/Pittsburgh, MS '60	marketing	11	6
Springs Industries/Walter Y Elisha	58	Gary IN	Wabash, BA '54/Harvard, MBA '65	administration	11	10
Square D/Lorre L Stead	48	Maquoketa IA	U of Iowa, BS '65	operations	4	2
Standard Fedl Bank/Thomas R Ricketts	60	Detroit MI	Michigan, BBA '53/JD '56	legal	35	17
Stanley Works/Richard H Ayers	48	Newton MA	MIT, BS '65/MS '65	operations	19	4

*Company founder. †Acting CEO. ‡New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 800 execs	Stock owned %	mkt val (\$mil)	Company data ¹		Company
		other (\$000)	stock gains (\$000)	total (\$000)				sales (\$mil)	profits (\$mil)	
\$720	8%	\$373	—	\$1,093	351	0.10%	\$2.4	\$1,772	\$208	San Diego G&E
550	-40	4	\$548	1,102	346	0.10	1.7	2,297	-101	Santa Fe Pacific
1,401	1	114	1,199	2,714	90	0.25	22.8	12,184	500	Sara Lee
418	—	18	—	435	693	0.02	0.3	1,133	182	Scana
506	NA	113	—	619	559	‡	§	7,199	786	SCEcorp
1,694	12	1,311	3,482	6,487	25	0.01	1.2	3,323	565	Schering-Plough
1,868	65	—	—	1,868	174	28.66	139.8	626	17	Charles Schwab
603	-20	—	232	835	451	0.05	1.4	5,356	148	Scott Paper
851	-3	362	—	1,213	311	0.06	0.9	1,297	48	EW Scripps
1,406	84	—	—	1,406	259	1.05	8.6	2,668	100	Seagate Technology
979	-39	1	—	980	398	0.03	4.4	55,972	902	Sears, Roebuck
479	11	—	—	479	653	0.15	0.4	320	30	Security Bancorp
673	-35	139	451	1,263	296	0.09	2.9	10,327	161	Security Pacific
1,522	9	—	149	1,671	208	38.49	182.1	2,211	33	Sequa
1,581	NA	160	—	1,741	195	2.79	34.0	563	64	Service Corp Intl
744	-5	1,447	—	2,191	133	5.21	34.0	3,435	61	Service Merchandise
186	—	2	—	187**	784	0.07	§	367	2	SFFed Corp
1,227	7	260	—	1,487	242	9.07	70.8	1,659	60	Shaw Industries
650	-35	1,493	—	2,143	145	0.23	1.0	2,741	-133	Shawmut National
1,078	10	68	—	1,146	327	0.58	12.2	2,267	123	Sherwin-Williams
1,003	25	1,094	—	2,097	153	0.25	4.6	529	71	Sigma-Aldrich
424	-12	18	—	443	687	0.22	0.9	1,431	41	Signet Banking
821	63	—	—	821	459	13.38	144.6	2,031	34	Smith's Food & Drug
534	-3	—	—	534	619	0.03	0.4	932	101	Snap-on Tools
767	21	190	—	956	409	0.05	2.6	1,719	155	Society
‡‡	NA	—	—	—	—	0.21	0.2	476	-52	Society for Savings
930	10	199	—	1,129	333	0.06	1.0	1,509	111	Sonat
829	5	10	375	1,213	310	1.28	20.5	1,669	50	Sonoco Products
959	NA	—	7,696	8,654	11	1.37	10.0	465	129	Sotheby's Holdings
501	-2	81	—	582	580	0.18	0.8	696	50	South Carolina Natl
450*	NA	469	—	919	419	0.11	0.2	1,617	-199	Southeast Banking
849	8	62	—	911	421	0.01	0.9	7,975	604	Southern Co
364	NA	21	—	385	719	0.30	0.7	358	23	Southern Natl
568	8	108	—	676	525	0.03	0.5	1,619	132	So New Eng Telecom
498	-18	46	—	545	609	1.22	7.9	868	70	SouthTrust
473	-13	—	—	473	661	0.36	1.2	863	37	Southwest Gas
1,374	—	774	—	2,148	142	0.02	2.6	9,113	1,101	Southwestern Bell
264	NA	5	—	269††	768	0.02	0.2	742	110	Southwestern Pub Svc
967	-3	247	—	1,214	309	0.04	0.3	1,993	62	Spiegel
470	-39	56	—	526	621	0.49	2.4	1,878	-7	Springs Industries
776	24	—	—	776	474	0.08	1.5	1,653	121	Square D
730	14	3	—	733	498	0.12	0.4	911	40	Standard Fedl Bank
782	-1	330	—	1,113	341	0.10	1.4	1,977	107	Stanley Works

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years)	
					with firm	as CEO
Star Banc /Oliver W Waddell	60	Covington KY	Duke, BA '54/Kentucky, JD '69	banking	34	8
State Street Boston /William S Ederly	64	Lewiston ME	MIT, BS '49/Harvard, MBA '55	finance	16	16
Stone Container /Roger W Stone	56	Chicago IL	Pennsylvania, BS '57	marketing	34	12
Storage Technology /Ryal R Poppa	57	Wahpeton ND	Claremont Mens C, BBA '57	administration	6	6
Student Loan /Lawrence A Hough	47	Janesville WI	Stanford, BS '66/MIT, MS '72	finance	18	1
Sumitomo Bank Calif /Keizo Yoshida	55	Japan	Tokyo, LLB '58	legal	33	4
Summit Bancorp /Thomas D Sayles Jr	59	Newton Center MA	Dartmouth, BA '54/NYU, MBA '61	banking	21	18
Sun Co /Robert McClements Jr	62	Philadelphia PA	Drexel, BS '52	technical	26	6
Sun Microsystems /Scott G McNealy*	36	Columbus IN	Harvard, BA '76/Stanford, MBA '80	operations	9	7
Sundstrand /Harry C Stonecipher	55	Scott County TN	Tennessee Tech, BS '60	technical	4	2
SunTrust Banks /James B Williams	58	Sewanee TN	Emory, AB '55	banking	6	1
Sunwest Financial /Ike Kalangis	54	Santa Fe NM	Hardin-Simmons, BBA '60	banking	20	2
Super Food Services /Jack Twyman	57	Pittsburgh PA	Cincinnati, JBA '55	administration	21	18
Super Valu Stores /Michael W Wright	52	Minneapolis MN	Minnesota, BA '61/JD '63	legal	14	10
Sysco /John F Woodhouse	60	Wilmington DE	Wesleyan, BA '53/Harvard, MBA '55	finance	22	8
Talman Home Federal /Theodore H Roberts	62	Gillett AR	Northwestern St LA, BA '49/Oklahoma St, MA '50	banking	6	6
Tambrands /Martin F C Emmett	56	South Africa	Witwatersrand, BS '57/Queens U, MBA '62	banking	2	2
Tandem Computers /James G Treybig*	50	Clarendon TX	Rice, BS '63/Stanford, MBA '68	administration	16	16
Tandy /John V Roach	52	Stamford TX	Texas Christian, BA '61/MBA '65	operations	24	10
TCF Financial /William A Cooper	47	Detroit MI	Wayne State, BS '67	finance	6	6
TECO Energy /Timothy L Guzzle	54	Ottumwa IA	Oklahoma, BS '58/Texas Christian, PhD '65	technical	3	2
Tecumseh Products /Todd W Herrick	48	Tecumseh MI	Notre Dame, BA '67	administration	19	5
Tektronix /Jerome J Meyer	53	Caledonia MN	Minnesota, BA '60	operations	1	1
Tele-Communications /John C Malone	50	Milford CT	Yale, BS '63/Johns Hopkins, PhD '67	administration	18	18
Teledyne /William P Rutledge	49	Pittston PA	Lafayette, BS '63/George Washington, MS '67	operations	5	4
Temple-Inland /Clifford J Grum	56	Davenport IA	Austin, BA '56/Pennsylvania, MBA '58	finance	23	7
Tenneco /James L Ketelsen	60	Davenport IA	Northwestern, BS '52	finance	32	13
Texaco /James W Kinnear	63	Pittsburgh PA	US Naval Acad, BS '50	sales	37	4
Texas Instruments /Jerry R Junkins	53	Fort Madison IA	Iowa St, BS '59/Southern Methodist, MS '68	operations	32	6
Texas Utilities /Jerry S Farrington	56	Burkburnett TX	U of North Texas, BBA '55/MBA '58	administration	34	4
Textron /Beverly F Dolan	63	Augusta GA	Georgia, BS '52	operations	37	6
Time Warner /Steven J Ross†	63	Brooklyn NY		finance	29	29
Times Mirror /Robert F Erburu	60	Ventura CA	USC, BA '52/Harvard, JD '55	legal	30	10
Timken /William R Timken Jr	52	Canton OH	Stanford, BA '60/Harvard, MBA '62	operations	29	16
TJX Cos /Bernard Cammarata	51	Brooklyn NY		sales	15	4
Torchmark /Ronald K Richey	64	Erie KS	Washburn, BA '49/JD '51	insurance	27	6
Tosco /Thomas D O'Malley	49	New York NY	Manhattan, BBA '63	finance	3	1
Toys 'R' Us /Charles Lazarus*	67	Washington DC		administration	35	35
Transamerica /Frank C Herringer	48	New York NY	Dartmouth, AB '64/MBA '65	administration	12	4
Transco Energy /William J Bowen†	69	Sweetwater TX	US Military Acad, BS '45	technical	17	4
Travelers /Edward H Budd	58	Zanesville OH	Tufts, BS '55	insurance	36	10
Tribune /Charles T Brumback	62	Toledo OH	Princeton, BA '50	finance	10	1
Trinity Industries /W Ray Wallace	68	Shreveport LA	Louisiana Tech, BS '44	technical	45	33

*Company founder. †Office jointly held with N J Nicholas Jr. ‡Acting CEO. †New CEO, less than six months' service.

Compensation					Rank among 800 execs	Stock owned		Company data ¹		Company
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$513	8%	\$8	\$4	\$525	622	0.07%	\$0.4	\$663	\$65	Star Banc
953	15	1,551	4,013	6,518	24	0.70	11.8	1,320	117	State Street Boston
1,182	-14	177	—	1,359	273	2.74	27.8	5,756	95	Stone Container
1,208	NA	7	—	1,214	307	0.83	11.0	1,141	71	Storage Technology
612	NA	447	368	1,427	252	±	\$	3,619	301	Student Loan
306	56	14	—	320	753	0.13	0.3	500	45	Sumitomo Bank Calif
587	5	791	—	1,377	267	0.69	1.9	384	-13	Summit Bancorp
972	4	33	642	1,648	212	0.02	0.7	11,812	199	Sun Co
1,407	80	—	—	1,407	258	1.80	59.4	2,763	151	Sun Microsystems
929	69	111	—	1,039	371	0.28	3.4	1,600	114	Sundstrand
441	—	308	—	748	486	0.21	8.0	3,408	350	SunTrust Banks
250	—	3	—	253	772	0.12	0.2	328	-2	Sunwest Financial
740	16	172	—	912	420	1.73	2.9	1,792	17	Super Food Services
905	1	—	325	1,230	301	0.18	3.8	11,515	151	Super Valu Stores
1,127	4	—	373	1,500	237	0.37	13.1	7,863	145	Sysco
500	-17	43	—	543	612	4.98	2.6	534	13	Talman Home Federal
736	73	751	—	1,487	240	0.16	3.9	632	98	Tambrands
543	14	5	814	1,363	269	0.65	11.6	1,873	98	Tandem Computers
874	-10	102	—	976	402	0.09	2.5	4,648	263	Tandy
445	-25	—	—	445	685	2.62	2.6	471	-21	TCF Financial
525	3	13	—	538	616	±	\$	1,097	139	TECO Energy
200	-13	4	—	204	783	±	\$	1,318	14	Tecumseh Products
NA	NA	—	—	—	—	0.14	1.0	1,396	-70	Tektronix
454	12	15	—	469	667	0.62	35.9	3,511	-213	Tele-Communications
584	NA	—	—	584††	578	±	\$	3,446	69	Teledyne
797	-3	3	365	1,165	323	0.36	8.4	2,401	233	Temple-Inland
1,880	15	79	114	2,073	156	0.10	5.2	14,511	561	Tenneco
1,928	8	1,539	—	3,467	63	0.04	7.1	40,899	1,450	Texaco
599	-15	6	—	606	566	0.04	1.5	6,567	-39	Texas Instruments
658	32	90	—	748	487	±	0.5	4,543	851	Texas Utilities
2,599	12	593	—	3,192	75	0.29	7.8	7,918	283	Textron
3,200E	-33	17,757	57,156	78,113	1	±	\$	11,517	-227	Time Warner
882	-23	383	—	1,265	295	0.23	8.9	3,621	181	Times Mirror
565	10	6	—	572	590	13.75	102.7	1,701	55	Timken
731	10	120	132	983**	396	0.29	3.6	2,446	74	TJX Cos
1,827	69	58	2,355	4,241	49	1.03	29.5	1,796	229	Torchmark
2,166	NA	4	—	2,171	137	3.77	27.0	2,158	123	Tosco
5,277	19	16	—	5,293**	32	0.02	1.9	5,510	326	Toys 'R' Us
1,109	NA	66	312	1,487††	241	0.05	1.2	6,703	266	Transamerica
250	NA	—	—	250††	774	0.17	1.8	3,081	41	Transco Energy
700	-26	42	—	742	490	0.10	2.3	11,014	-178	Travelers
861	NA	363	—	1,224	302	0.17	4.9	2,353	-64	Tribune
1,011	NA	—	—	1,011	382	3.43	19.0	1,297	31	Trinity Industries

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CORPORATE AMERICA'S MOST POWERFUL PEOPLE

Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
Trinova/Darryl F. Allen	47	Detroit MI	Michigan St. BA '65/Michigan, MBA '66	finance	19	5
Trustmark/Frank R. Day	53	Aberdeen MS	Mississippi, BA '53	banking	33	10
TRW/Joseph T. Gorman	54	Rising Sun IN	Kent State U, BA '60/Yale, LLB '62	legal	23	2
Turner Broadcasting/Robert E. Turner*	52	Cincinnati OH		sales	28	28
Turner Corp./Alfred T. McNeill	54	Elizabeth NJ	Lehigh, BS '58	technical	33	2
TW Holdings/Jerome J. Richardson	54	Spring Hope NC	Wofford, BA '59	administration	30	2
20th Century Inds./Louis W. Foster*	78	Newberry MI	Stanford, BA '35	insurance	35	35
Tyco Laboratories/John F. Fort	49	New York NY	Princeton, BS '63/MIT, MS '66	technical	26	8
Tyson Foods/Leland Tollett	54	Nashville AR	Arkansas, BSA '58/MSA '59	operations	32	4
UAL/Stephen M. Wolf	49	Oakland CA	San Francisco State U, BA '65	operations	3	3
UJB Financial/T. Joseph Semrod	54	Oklahoma City OK	Oklahoma, BA '58/JD '63	banking	10	10
Union Bank/Taisuke Shimizu	55	Japan	Tokyo, BS '59	banking	6	1
Union Camp/Raymond E. Cartledge	61	Pensacola FL	Alabama, BBA '52	sales	35	5
Union Carbide/Robert D. Kennedy	58	Pittsburgh PA	Cornell, BME '55	operations	36	5
Union Electric/William E. Cornelius	59	Salt Lake UT	Missouri, BS '53/Washington, MLA '83	finance	29	7
Union Pacific/Drew Lewis	59	Philadelphia PA	Haverford, BS '53/Harvard, MBA '55	finance	5	4
Union Planters/Benjamin W. Rawlins Jr.	53	Murfreesboro TN	Vanderbilt, BA '61/Georgia St, MBA '69	banking	17	7
Union Texas Petrol/A. Clark Johnson	60	Philadelphia PA	Haverford, BA '52/Pennsylvania, MBA '54	marketing	23	7
Unisys/James A. Unruh	50	Goodrich ND	Jamestown, BSBA '63/Denver, MBA '64	finance	9	1
UA Entertainment/Stewart D. Blair	42	Scotland	U of Glasgow, MA '71	administration	4	4
United Missouri Bchh/R. Crosby Kemper	64	Kansas City MO		banking	41	21
US Bancorp./Roger L. Breezley	53	Williston ND	North Dakota, BA '60	finance	14	4
US Healthcare/Leonard Abramson*	58	Philadelphia PA	Penn St, BA '54/Nova, MPA '78	technical	15	15
US Shoe/Bannus B. Hudson	45	Fort Scott KS	Kansas, BS '68	marketing	6	1
US Surgical/Leon C. Hirsch*	63	Bronx NY		technical	27	27
US Trust/H. Marshall Schwarz	54	New York NY	Harvard, BA '58/MBA '61	banking	24	1
United Technologies/Robert F. Daniell	57	Milton MA	Boston U, AS '54	operations	35	5
United Telecom/William T. Esrey	51	Philadelphia PA	Denison, BA '61/Harvard, MBA '64	administration	11	6
Unitrin/Jerrold V. Jerome	61	Seattle WA	Linfield, BS '52/Stanford, MBA '59	finance	29	1
Univar/James W. Bernard	53	Brainerd MN	Oregon, BS '60	sales	31	5
Universal/Henry H. Harrell	51	Richmond VA	Washington & Lee, BA '61	administration	17	3
Unocal/Richard J. Stegemeier	63	Alton IL	Missouri, BS '50/Texas A&M, MS '51	technical	40	3
UNUM/James F. Orr III	48	Minneapolis MN	Villanova, BS '65/Boston U, MBA '69	banking	5	4
Upjohn/Theodore Cooper	62	Trenton NJ	Georgetown, BS '49/St Louis, PhD '56	technical	11	4
US West/Richard D. McCormick	50	Fort Dodge IA	Iowa St, BSEE '61	operations	6	4
USAir Group/Edwin I. Colodny	64	Burlington VT	Rochester, AB '48/Harvard, LLB '51	legal	34	16
USF&G/Norman P. Blake Jr.	49	New York NY	Purdue, BA '64/MA '66	finance	1	1
USG/Eugene B. Connolly	59	New York NY	Hofstra, BS '54/MBA '64	marketing	33	1
USLife/Gordon E. Crosby Jr.	70	Remsen IA		marketing	32	25
UST Inc./Louis F. Bantle	62	Bridgeport CT	Syracuse, BS '51	marketing	29	18
USX/Charles A. Corry	59	Cincinnati OH	Cincinnati, BA '55/JD '59	administration	32	2
Valero Energy/William E. Greehey	54	Fort Dodge IA	St Mary's U, BBA '60	finance	28	17
Valhi/Harold C. Simmons	60	Alba TX	Texas, BA '51/MA '52	finance	8	4

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Compensation					Rank among 800 execs	Stock owned		Company data¹		Company
Salary + bonus (\$000)	% change	other (\$000)	stock gains (\$000)	total (\$000)		%	mkt val (\$mil)	sales (\$mil)	profits (\$mil)	
\$490	-31%	\$43	—	\$533	620	0.10%	\$0.6	\$1,955	\$46	Trinova
335	3	4	—	339	747	4.40	9.5	341	29	Trustmark
1,024	-3	75	—	1,099	347	0.06	1.3	8,169	208	TRW
677	0	64	—	741**	492	61.52	1,285.1	1,391	-16	Turner Broadcasting
422	11	—	—	422	700	0.50	0.3	3,258	-11	Turner Corp
1,083	56	43	—	1,126	334	3.72	15.9	3,682	-68	TW Holdings
1,404	86	—	—	1,404	262	9.20	94.5	800	99	20th Century Inds
1,200	0	4,005	—	5,205	33	1.81	41.5	2,633	130	Tyco Laboratories
1,273	NA	1,381	—	2,654††	96	1.52	47.4	3,826	126	Tyson Foods
1,150	0	2,376	\$14,775	18,301	2	0.34	12.0	11,037	95	UAL
697	-16	442	—	1,139	330	0.41	2.3	1,305	-6	UIB Financial
373	NA	4	—	377	724	0.01	5	1,686	147	Union Bank
801	3	98	—	898	426	0.06	1.8	2,840	230	Union Camp
1,415	0	—	—	1,415	254	0.06	1.3	7,621	308	Union Carbide
555	6	77	—	632	552	0.02	0.5	2,023	294	Union Electric
1,910	23	782	—	2,692	91	0.07	5.8	6,964	618	Union Pacific
446	0	52	—	499	639	0.36	0.7	427	23	Union Planters
853	26	505	773	2,131	148	0.18	2.6	1,283	116	Union Texas Petrol
581	—	17	—	598	571	0.01	0.1	10,111	-437	Unisys
406	16	15	—	421	702	†	5	1,426	-95	UA Entertainment
562	14	13	—	575	596	9.34	35.7	407	37	United Missouri Bcsh
595	23	236	—	831	455	0.08	1.6	1,930	183	US Bancorp
1,046	NA	145	—	1,191**	318	13.98	306.9	1,297	78	US Healthcare
600*	—	3	21	624	554	0.09	0.4	2,771	52	US Shoe
1,500	NA	5,571	—	7,071	20	5.77	170.3	514	46	US Surgical
484	NA	55	19	558	597	0.25	0.8	394	12	US Trust
1,368	7	226	833	2,427	116	0.07	4.1	21,442	751	United Technologies
1,143	1	354	638	2,134	146	0.04	2.4	8,345	309	United Telecom
302	NA	—	—	302	762	0.17	3.5	1,225	132	Unitrin
803	5	—	—	803	465	1.05	2.7	1,395	22	Univar
481	8	15	—	496	640	0.12	0.6	3,004	34	Universal
1,192	12	1,010	—	2,201	131	0.11	7.2	10,945	401	Unocal
1,026	6	8	1,262	2,296	125	0.14	2.8	2,170	-185	UNUM
1,344	13	199	1,033	2,576	102	0.10	7.6	3,033	456	Upjohn
852	NA	1,965	689	3,505††	61	0.03	4.5	9,957	1,199	US West
625	10	1,485	—	2,110	150	0.38	3.3	6,559	-454	USAir Group
1,160*	NA	600	—	1,760	191	0.02	0.2	4,535	-569	USF&G
404	NA	83	—	487	646	0.51	0.5	1,915	-90	USG
1,083	13	744	2	1,829	178	0.87	5.2	1,236	69	USLife
2,248	6	13	—	2,260	126	1.00	48.4	751	223	UST Inc
1,593	18	—	—	1,593	218	0.03	2.7	19,326	818	USX
980	NA	1,135	1,948	4,063	52	0.69	7.4	1,169	95	Valero Energy
2,872	261	—	—	2,872	82	0.07	0.6	1,671	74	Valhi

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Company/Chief executive	Age	Birthplace	Education undergraduate/graduate	Background	Tenure (years) with firm	as CEO
Valley Bancorp/Peter M Platten III	51	Green Bay WI	Wisconsin, BBA '62	banking	26	2
Valley Federal S&L/Scott A Braly†	37	Newport Beach CA	USC, BS '75	finance	2	1
Valley National/Richard J Lehmann	47	Portland OR	Washington, BA '66/MBA '68	banking	3	1
Varian Associates/Tracy O'Rourke	56	Columbia SC	Auburn, BS '56	operations	1	1
Venture Stores/Julian Seeherman	61	Wilkes Barre PA	Syracuse, BA '51	sales	14	7
VF/Lawrence R Pugh	58	White Plains NY	Colby, BBA '56	marketing	11	9
Viacom/Frank J Biondi Jr	46	New York NY	Princeton, BA '66/Harvard, MBA '68	administration	4	4
Vons Cos/Roger E Stangeland	61	Chicago IL	Illinois, BS '51	sales	31	7
Vulcan Materials/Herbert A Sklenar	59	Omaha NE	Nebraska Omaha, BS '52/Harvard, MBA '54	finance	19	5
Waban/John F Levy	44	Newton MA	Trinity Coll CT, BA '69/Harvard, MBA '73	journalism	18	2
Wal-Mart Stores/David D Glass	55	Mountainview MO	SW Missouri St, BS '59	finance	15	3
Walgreen/Charles R Walgreen III	55	Chicago IL	Michigan, BS '58	operations	39	20
Wang Laboratories/Richard W Miller	50	Buffalo NY	Case Western Res, BA '67/Harvard, MBA '70	administration	2	1
Warner-Lambert/Joseph D Williams	64	Washington PA	Nebraska Lincoln, BS '50	marketing	41	6
Washington Mutual/Kerry K Killinger	41	Des Moines IA	U of Iowa, BBA '70/MBA '71	finance	15	1
Washington Post/Donald E Graham	45	Baltimore MD	Harvard, BA '66	journalism	20	†
Washington Water/Paul A Redmond	54	Lakeview OR	Gonzaga, BS '65	operations	26	7
Waste Management/Dean L Buntrock*	59	Columbia SD	St Olaf, BA '55	administration	35	23
Weis Markets/Sigfried Weis	75	Selinsgrove PA	Yale, BA '38	sales	53	31
Wells Fargo/Carl E Reichardt	59	Houston TX	USC, BA '56	banking	21	8
West One Bancorp/Daniel R Nelson	53	Spokane WA	Washington St, BBA '62	banking	7	5
Western Capital Inv/Robert J Malone	46	Los Angeles CA	Loyola, BA '66/USC, MBA '69	banking	1	1
Westinghouse/Paul E Lego	61	Sandy Ridge PA	Pittsburgh, BSEE '56/MSEE '58	technical	35	1
Westvaco/John A Luke	65	Tyrone PA	Yale, AB '49	operations	42	3
Wetterau/Ted C Wetterau	63	St Louis MO	Westminster, BA '52	marketing	39	21
Weyerhaeuser/George H Weyerhaeuser	64	Seattle WA	Yale, BS '49	operations	42	25
Wheeling Pittsburgh/William J Scharffenberger†	70	New York NY	Columbia, BS '42	finance	4	4
Whirlpool/David R Whitman	49	Stanley WI	Wisconsin, BS '67	marketing	23	4
Whitman/James W Cozad	64	Huntington IN	Indiana, BS '50	finance	1	1
Whitney Holding/William L Marks	48	Florence AL	Wake Forest, BA '66	banking	1	1
Whittaker/Joseph F Alibrandi	62	Boston MA	MIT, BS '52	operations	21	17
Willamette Inds/William Swindells	60	Oakland CA	Stanford, BS '53	operations	38	9
Williams Cos/Joseph H Williams	57	Tulsa OK	Yale, BA '56	operations	32	12
Wilmington Trust/Bernard J Taylor II	65	Philadelphia PA	Pennsylvania, BS '49	banking	12	12
Winn-Dixie Stores/A Dano Davis	45	New Rochelle NY		sales	23	9
Wisconsin Energy/Richard A Abdo	47	Port Huron MI	Dayton, BSEE '65/U of Detroit, MA '69	technical	16	†
Witco/William R Toller	60	Fort Smith AR	Arkansas, BA '56	finance	7	1
Woolworth/Harold E Sells	62	Ozark AR		sales	46	4
Wm Wrigley Jr/William Wrigley	58	Chicago IL	Yale, BA '54	marketing	35	30
Xerox/Paul A Allaire	52	Worcester MA	Worcester Poly, BSEE '60/Carnegie-Mellon, MSIA '66	technical	25	1
Yellow Freight Sys/George E Powell III	42	Kansas City MO	Indiana, BS '70	operations	20	1
Zenith Electronics/Jerry K Pearlman	52	Des Moines IA	Princeton, AB '60/Harvard, MBA '62	finance	20	8
Zions Bancorporation/Harris H Simmons	36	Salt Lake City UT	Utah, BA '77/Harvard, MBA '80	banking	10	†

*Company founder. †Resigned 12/4/90. ‡Acting CEO. †New CEO, less than six months' service.

Salary + bonus (\$000)	% change	Compensation			Rank among 300 execs	Stock owned %	mkt val (\$mil)	Company data ¹ sales (\$mil)	Company data ¹ profits (\$mil)	Company
		other (\$000)	stock gains (\$000)	total (\$000)						
\$379	8%	\$19	\$109	\$507	631	0.65%	\$1.9	\$347	\$29	Valley Bancorp
261	NA	—	—	261	771	†	§	309	-43	Valley Federal S&L
504	—	40	—	544	611	0.23	1.0	1,142	8	Valley National
782†	NA	349	—	1,131	332	0.10	0.9	1,265	-4	Varian Associates
708	NA	104	—	812	462	0.09	0.3	1,421	35	Venture Stores
890	-18	—	—	890	429	0.05	0.9	2,613	81	VF
1,459	5	—	—	1,459	246	†	§	1,600	-90	Viacom
884	19	—	—	884	434	2.93	35.9	5,334	50	Vons Cos
726	2	396	—	1,122	337	0.26	3.7	1,105	120	Vulcan Materials
609	0	402	—	1,011**	381	0.62	3.1	2,410	18	Waban
630	5	38	1,761	2,428**	115	0.14	66.4	32,742	1,291	Wal-Mart Stores
913	6	113	—	1,027	374	0.63	24.9	6,201	178	Walgreen
1,000*	NA	—	—	1,000	386	†	§	2,369	-665	Wang Laboratories
1,585	5	665	6,568	8,818	10	0.07	6.9	4,687	485	Warner-Lambert
398	-17	13	110	520	625	1.00	3.3	727	1	Washington Mutual
325	NA	431	—	756††	483	12.71	331.1	1,439	175	Washington Post
277	4	295	—	572	589	0.06	0.4	554	88	Washington Water
1,582	17	2,777	8,096	12,455	5	0.59	113.8	6,034	709	Waste Management
440	5	8	—	448	682	12.68	183.4	1,272	87	Weis Markets
1,468	-5	100	—	1,569	224	0.26	11.4	5,843	712	Wells Fargo
486	30	—	—	486	648	0.02	0.1	465	43	West One Bancorp
473†	26	146	—	619	557	0.11	§	285	-76	Western Capital Inv
1,681	NA	519	—	2,200	132	0.01	1.0	12,915	268	Westinghouse
983	4	44	—	1,028	373	0.35	7.1	2,399	158	Westvaco
896	5	32	—	927	NA	6.00	37.3	5,588	50	Wetterau
1,105	4	7	—	1,112	342	1.31	66.9	9,024	394	Weyerhaeuser
1,550	NA	—	—	1,550	228	†	§	1,091	92	Wheeling Pittsburgh
996	-3	27	—	1,023	377	0.03	0.7	6,623	72	Whirlpool
975	50	2,231	—	3,206	74	0.22	3.1	2,305	-31	Whitman
567	NA	—	—	567	591	†	§	236	-17	Whitney Holding
785	NA	174	—	960	406	1.20	1.4	189	87	Whittaker
554	7	13	—	567	592	6.43	78.0	1,905	130	Willamette Inds
1,026	17	87	—	1,113	339	0.33	4.5	1,822	77	Williams Cos
710	0	11	300	1,022	379	0.42	3.4	428	67	Wilmington Trust
601	14	89	—	689	518	2.38	67.3	9,963	159	Winn-Dixie Stores
333	NA	8	—	341††	743	†	0.1	1,443	187	Wisconsin Energy
464	NA	—	—	464	673	0.01	0.1	1,631	68	Witco
1,265	-8	780	2,427	4,482	41	0.10	4.3	9,789	317	Woolworth
731	7	363	—	1,095	349	17.63	447.0	1,111	117	Wm Wrigley Jr
1,187	NA	309	—	1,496	239	0.02	1.0	17,973	242	Xerox
534	NA	14	—	548	603	1.20	10.0	2,302	65	Yellow Freight Sys
450	-3	17	—	467	669	0.19	0.4	1,410	-63	Zenith Electronics
201	NA	3	—	205††	782	0.32	0.8	344	27	Zions Bancorporation

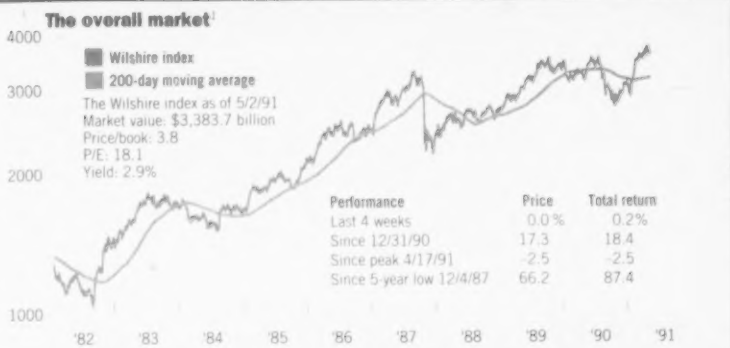
¹Sales and profits as reported in the Forbes 500s Annual Directory issue, Apr. 29, 1991. *Annualized salary. †Paid to date. ‡Less than 0.01%. §Less than \$100,000. **Prior year data. ††New CEO; cash compensation is for another executive office. NA: Not available.

The consensus among securities analysts, ever the optimists, is that all of the country's ten largest banks will be profitable this year, and even more so in 1992. The Institutional Brokers Estimate System reports that Bank of New York, which has a consensus earnings forecast of \$2.22 a share in 1991 and \$4 next year, is expected to lead the big banks in profit growth, with an 80% gain.

Nevertheless, Don Kauth, a banking analyst at First Albany Corp., thinks the expected recovery in the banking sector won't be universal. "Banks that failed to maintain prudent lending and investing policies in the 1980s and have inadequate capital probably won't participate in the industry's recovery," says Kauth, pointing out that some banks, especially in New England, still have poor earnings prospects.

In the two weeks ended May 2 the best-performing stock with a market capitalization over \$500 million was Rhode Island-based Fleet/Norstar, up 28%. It is going to acquire much of the busted Bank of New England. Two midwestern banks—Michigan's First of America and Wisconsin-based Marshall & Ilsley—also had big gains.

In the past four months the price/earnings multiple of the Wilshire index climbed from 14 to 18. If economic recovery does not assert itself soon, expect a correction.



The best performing stocks

Company	Price	2-week change	P/E	Avg vol (thou) ²	Rel vol ³
Fleet/Norstar Financial	24 1/4	28%	NM	7,398	2.7
Adolph Coors	22 1/2	17	21	1,956	1.5
FMC	44 1/4	15	10	763	1.5
First of America Bank	28 1/4	14	9	950	1.6
Lotus Development	33 1/4	13	62	12,506	1.4

The worst performing stocks

Company	Price	2-week change	P/E	Avg vol (thou) ²	Rel vol ³
AST Research	21 1/8	-22%	11	11,655	1.3
Quantum	20 1/2	-21	26	17,258	1.4
20th Century Industries	39	-21	10	1,205	1.4
Apple Computer	49	-20	12	24,732	1.0
Compaq Computer	49 3/4	-19	10	18,937	1.8

Closeup on the market

Index or investment	Price or rate	2-week change	Index or investment	Price or rate	2-week change
Wilshire index 6,000 stocks, capitalization weighted	3,636.4	-2.1%	Europe, Australia, New Zealand and Far East* (EAFE) a dollar denominated capitalization weighted index	862.20	-2.1%
Wilshire index 6,000 stocks, equal weighted	24.3	0.4	Institutional¹ Approximately 200 stocks with high institutional ownership	124.10	-1.5
Dow Jones industrials 30 stocks, divisor-adjusted price average	2,938.6	-2.0	Individual¹ Approximately 200 stocks with low institutional ownership	103.64	-0.7
S&P 500 Capitalization weighted cross section, major stocks	380.5	-2.0	Russell 2000 index 2000 small market value stocks, capitalization weighted	173.64	-2.2
NYSE Capitalization weighted, all listed common stocks	208.3	-1.9	Gold* (composite quote of 6 major dealers)	\$355.50	-0.6
Amex Capitalization weighted total return: stocks, warrants	363.5	-2.6	Yen* (per \$U.S.)	138.10	0.3
Nasdaq Capitalization weighted, all issues except warrants	491.1	-3.1	Commodity index* (CRB futures index, 1967-100)	216.12	-0.9
Amex international market index Capitalization weighted, 50 largest ADRs	319.5	-1.4	Oil* (W Texas Intermediate)	\$21.15	0.2
			T bills* (90 days)	5.43%	-27 basis points ⁷
			Broker loan rate*	7.50%	Unchanged

Note: All data for periods ending 5/2/91. Wilshire index reflects price performance. It differs slightly from market value of outstanding stocks because of retirements of equity since the index was created. Stocks listed above have market capitalization of \$500 million or more. ¹Capitalization weighted, prepared by Wilshire Associates, Santa Monica, Calif. ²Average daily volume over recent 2-week period. ³Average daily volume over the last 2 weeks, divided by the average daily volume during the preceding 3 months. ⁴Morgan Stanley Capital International Perspective. ⁵For period ending 5/3/91. ⁶A. Arbel, Cornell University, using Ford Database from Ford Investor Services. ⁷Knight-Ridder Financial Information. ⁸A basis point is equal to one-hundredth of a percentage point. NM: Not meaningful.

NEW ISSUES REVIEW

BY ROBERT BALANCIA

The biggest new issues¹

Company/business	Exchange	Offer date	Offer price	Recent price	Offering (\$mil)	Lead underwriter	Performance to date absolute	rel to mkt ²
MBNA/bank holding	n	1/22/91	22 1/2	26 3/4	689	Goldman Sachs	19%	104
Destec Energy/cogeneration plants	n	3/14/91	20	24 1/8	240	Goldman Sachs	24	124
Amsco International/health care equipment	n	3/26/91	14	16 3/4	82	Alex Brown & Sons	17	117
Atmel/integrated circuits	o	3/19/91	13	14 1/2	59	Alex Brown & Sons	12	109
TakeCare/owns HMOs	o	3/19/91	19	21 1/4	48	First Boston	12	111
Sonic/fast food restaurants	o	2/28/91	12 1/2	15 1/4	46	First Boston	22	119
Health Management Associates/hospital mgmt	o	2/5/91	16	17 1/2	41	Goldman Sachs	9	102
Medical Marketing Grp/medical data services	o	3/26/91	12 1/2	20 3/4	40	Merrill Lynch	66	166
Community Health Systems/medical clinics	o	3/7/91	16	17 1/2	34	JC Bradford	9	150
CareNetwork/health care services	o	3/26/91	12	15	34	Dillon Read	25	125

Performance update

The new-issues market is heating up. The last time the new-issues market was so frothy was in 1987. Within months, the stock market crashed.

Duracell shares shot up 5 3/4 points the day after the Kohlberg Kravis Roberts & Co. buyout team took this former Kraft subsidiary public at \$15, raising \$450 million. In the first quarter the dollar value of initial public offerings climbed more than 20%, to \$1.5 billion, not counting issues priced below \$2.50 or raising less than \$5 million. Hottest are health care issues, taking 15% of the total capital raised.

Also pumping life into today's new-issues market are former leveraged buyouts. Along with Duracell are retailers Caldor and Filene's Basement. New shares of AnnTaylor, another retailer, and Cherokee Group, a shoe and clothing manufacturer, are waiting in the wings.

The biggest new issue of the first quarter was MBNA, with a \$689 million offering. Based in Delaware, this company's primary business is marketing, issuing and servicing premium credit cards. The second-largest deal, at \$240 million, was Destec Energy, one of the largest nonutility producers of electric power. It was formerly a wholly owned subsidiary of Dow Chemical, which retains approximately 75%.

The best new issues¹

Company/business	Offer price	Offering (\$mil)	Lead underwriter	Performance to date absolute	rel to mkt ²
Alta Health Strategies/owns HMOs	9 1/2	14	Alex Brown & Sons	68%	147
Medical Marketing Grp/medical data svcs	12 1/2	40	Merrill Lynch	66	166
Advanced Photonix/photodetection equip	6	6	DH Blair	54	151
Cygnus Therapeutic Sys/pharmaceuticals	9	27	Robertson Stephens	47	135
Symix Sys/financial software	15	15	William Blair	42	138

The worst new issues¹

Company/business	Offer price	Offering (\$mil)	Lead underwriter	Performance to date absolute	rel to mkt ²
Simtek/semiconductors	6	12	Rosenkrantz Lyons	-4%	96
Pac Rim Hldgs/video distribution	7 1/4	20	Salomon Brothers	-3	97
Citation Insurance Grp/insurance	9 1/2	17	Kidder Peabody	0	0
Aphton/lab research	7	7	Smetek Van Horn	4	103
Health Mgmt Assoc/hospital mgmt	16	41	Goldman Sachs	9	109

The most active investment bankers³

Industries going public⁴

Underwriter	Total offerings	Total raised (\$mil)	Industry	Total offerings	Total raised (\$mil)
Goldman Sachs	7	\$1,290	Banks	3	\$704
Alex Brown & Sons	18	566	Oil & gas	9	455
First Boston	5	347	Electric & gas	9	445
Smith Barney	8	259	Electronics	11	302
PaineWebber	8	216	Insurance	5	263

Note: Initial public offerings of common equities with offer date of 1/1/91 to 3/31/91, offering price of \$2.50 or more and offering value of \$5 million or more. Closed-end funds, limited partnerships, and ADRs (American Depositary Receipts) of corporations already traded in foreign countries are excluded, as are REITs and spinoffs. ¹Last quarter. ²The ending value of \$100 invested in the stock, divided by the ending value of \$1 invested in the market. ³Latest 12 months. Source: Securities Data Co.

NOTE

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